

## PROJECT OVERVIEW

The FY20 Targeted Violence and Terrorism Prevention grant award enabled the McCain Institute at Arizona State University to establish an extensive network of interdisciplinary practitioners dedicated to addressing targeted violence and terrorism. The Prevention Practitioners Network (PPN) was (and continues to be) highly successful in providing practitioners with valuable resources, opportunities to learn, and beneficial connections in the field. These practitioners come from various fields across the country, including mental and behavioral health, non-profits, education, threat assessment professionals, law enforcement, and many more. In this way, we developed a robust approach to capacity-building and gained invaluable insights from the discussions held among network members.

We made significant progress in each of the 3 goals set at the onset of this program. The first goal of the PPN was to enhance the efficacy of local prevention and intervention programs by facilitating learning across the sector. Objectives 1.1 and 1.2 involved prevention and intervention practitioners' participation and increasing knowledge sharing and collaboration among network members, consecutively. Activities involved establishing an advisory board, synthesizing existing research, and hosting virtual workshops and symposiums to facilitate thoughtful discussion. By bridging the gap between disciplines and stakeholders, we brought leading subject matter experts together to address acute challenges faced in the field.

The second goal of the program was to enable more localities to develop initiatives that respond to individuals at risk of mobilizing to violence. Objective 2.1 involved creating a framework to simplify design stages for new prevention and intervention initiatives. Activities related to this objective included documenting workshop findings, providing read-ahead materials and resources for members, combining practice guides into a comprehensive framework, and promoting the framework to cities and counties throughout the United States.

Finally, the third goal of the program was to increase the number of referrals that connect individuals with risk factors to intervention capability. Objective 3.1 was to increase the number of mental and behavioral health professionals willing and able to receive referrals. This involved conducting outreach to the mental and behavioral health sector to recruit directory participants, as well as developing and deploying a survey for network participants that identified their willingness to accept referrals, specialization, cultural competency, and regions served. Concurrently, objective 3.2 was to empower government officials to locate relevant programs in their regions for referrals. In alignment with this objective, we promoted the national directory to jurisdictions, national organizations, and stakeholder communities throughout the country.

## KEY ACCOMPLISHMENTS AND OUTCOMES

### Summary of Accomplishments

Overall, our accomplishments far exceeded our initial expectations for the Prevention Practitioners Network. What we originally assumed might be a network of 75 practitioners expanded to over 900 members in the PPN. The success of these accomplishments is evident in our ability to exceed our anticipated metrics and the credibility that the PPN now holds as a leading convenor in the prevention space.

Our main accomplishments surround the programmatic elements of our workshops and symposia. Over 445 individuals attended our virtual and in-person symposia, and over 3,437 individuals viewed our online recordings. Being able to address some of the main concerns, challenges, and gaps in the field has enabled the network to build competency and confidence in their practitioners' fields of practice. This is particularly important as barriers to entry in the field are a major obstacle we face in the United States.

Not only have our conferences and workshops been well attended but, substantively, they have yielded promising results. This can be seen in the respondents' surveys and the data we analyzed. For example, 83% of participants in the summer symposium were inspired to register again for the fall symposium. By the end of the grant period, nearly 43% of participants had attended a previous workshop or symposium. For the remaining 57% of attendees the fall symposium was their first PPN event and is evidence of our ability to successfully conduct outreach and bring more stakeholders into the network.

Further evidence of our key accomplishments includes the promising connections made at our events. Half of those who attended the 2022 fall symposium were already members of our Directory. 33% of those who attended indicated they would like to join, and most have since done so. Nearly all our attendees were invited through email, direct invitation, or through a colleague, with over a third coming from the latter, indicating the strong network we are continuing to sustain. Beyond these successful efforts, we are deeply encouraged by the continued momentum of this network and look forward to future PPN progress.

## Data

1.1.1	The Prevention Practitioners Network's Advisory Board Committee met 25 times over the two years to help steer the course and trajectory of the network's initiatives, programming, and outreach.
1.2.1	We concluded the ninth and final workshop on October 15, 2021, completing the series, but continued to host the workshop videos on our website and YouTube channel. By the end of the grant period, we had a total of 82 views of Workshop 9, 96 views of Workshop 8, 2,195 views of Workshop 7, 237 views of Workshop 6, 545 views of Workshop 3, 105 views for Workshop 2, and 177 views for Workshop 1. This totals 3,437 workshop views.
1.2.2	We hosted 4 symposia with 445 audience members attending in total.
2.1.1	We published a total of 5 practice guides and one comprehensive framework for practitioners, which were viewed a total of 475 times through online access or print publication. These were distributed to our network before and after each symposium, as well as to hundreds of practitioners at global forums such as the Eradicate Hate Global Summit in Pittsburgh, PA.
2.1.2	Our comprehensive framework was published in November 2022. This was sent to 1,112 individuals, both in advance of our fall symposium and in addition to the attendees at the symposium.

2.1.3	In addition to promoting our framework to our broader network, we promoted it at the Strong Cities Network gathering in Denver, Colorado from December 5th – 8 <sup>th</sup> , 2022. While at the conference, we connected directly with eight city, county, or state-level leaders where we promoted the framework and the overall network. Additional outreach efforts include cities, counties, and states such as Philadelphia, Pittsburgh, Washington D.C., Aurora, Denver, North Glen, Las Vegas, Tuscaloosa, San Diego, Los Angeles, Boston, Seattle, Arizona, California, and Virginia.
3.1.1	We built a network of interdisciplinary practitioners and resources across the United States, which now includes a total of 915 practitioners.
3.1.2	To date, we have a total of 128 participants in our National Directory. These members share information related to their services including location, licensure, and specialty. This information is then shared with our app development partners to share publicly in our downloadable app.
3.2.1	We promoted the PPN program and our Directory a total of 101 times to an audience of more than 192,818 individuals across various platforms. These include members in our network, relevant professional groups on LinkedIn, briefings for institutions like the California practitioners' network, FBI, fusion centers, academic institutions, and other nonprofit groups. This also included national associations such as National Alliance on Mental Illness, National Organization of Forensic Social Workers, American Psychological Association, Association of Threat Assessment Professionals, and National Association for Behavioral Intervention and Threat Assessment, among others.

## Community Impact

As a result of being asked to speak at our summer symposium, One Trusted Adult received funding to expand their services across the state of New Hampshire. CP3 also reached out afterward with interest in their programming. We continue to foster a strong relationship with One Trusted Adult. This partnership is mutually beneficial; we have used their resources and expertise for our programs and have asked them to continue participating in our symposia as speakers and attendees.

The Prevention Practitioners Network was also asked to develop and lead a track, Prevention in Practice, for the annual Eradicate Hate Global Summit in Pittsburgh, PA. We curated and developed over ten panel and topical discussions, inviting over 40 subject matter experts to participate. The goals and deliverables for this track and set of experts coincided with our initiatives across PPN. The videos of these valuable discussions are linked in the data table below.

In partnership with Harvard Medical School and Boston Children’s Hospital, PPN will also start a new initiative conducting case consultation calls for mental and behavioral health clinicians across the United States, using a new tool titled the TVT: Strengths, Needs, and Risks Assessment & Management (T-SAM). While this initiative is a pilot for practitioners with clients who may pose a risk of violence, it shows promising potential for practitioners. As one participating clinician put it, “Frankly [the tool] helped us clarify a duty to protect. We know [the client] wasn’t being fully honest in his answers... The [tool] was so much more helpful in assessing

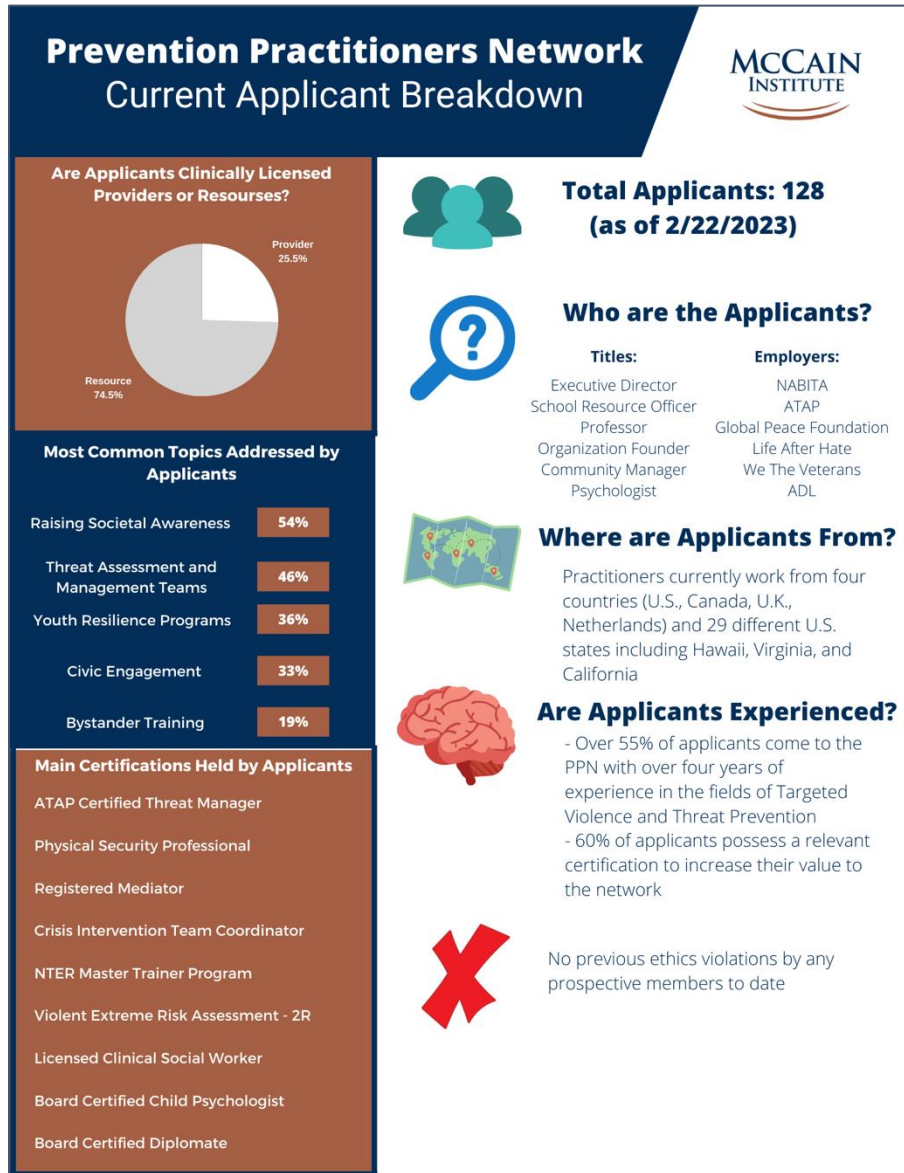
the threat of targeted violence for this particular individual, but also gave us a much clearer indication of the lack of working alliance between him and our staff.” The enthusiasm of practitioners to participate and gain further training is also worth highlighting. We utilized the PPN Directory to recruit clinicians to join this training opportunity. Many of these clinicians are involved with PPN precisely because they seek further education and training, while others have now signed up to join PPN because they are interested in applying their expertise to the broader field of prevention.

The Prevention Practitioners Network has been established as a leading partner for other targeted violence and terrorism prevention organizations. Life After Hate has shared that they utilize the PPN Directory to make referrals to mental and behavioral health practitioners in our network. Researchers at the American University and the University of Alabama have used the network's reach to recruit survey participants regarding vicarious trauma in the workplace. The National Institute of Justice has leveraged PPN to share relevant research with prevention practitioners.

We have also developed a working relationship with the FBI Behavioral Analysis Unit field office in Pennsylvania. They have used our practice guides in their training across the state to help practitioners build multidisciplinary teams, navigate legal challenges, and understand best practices. These publications have been so useful that they have asked us to continue training their partners throughout 2023. We plan to scale these training modules to include more regional field offices throughout the United States.

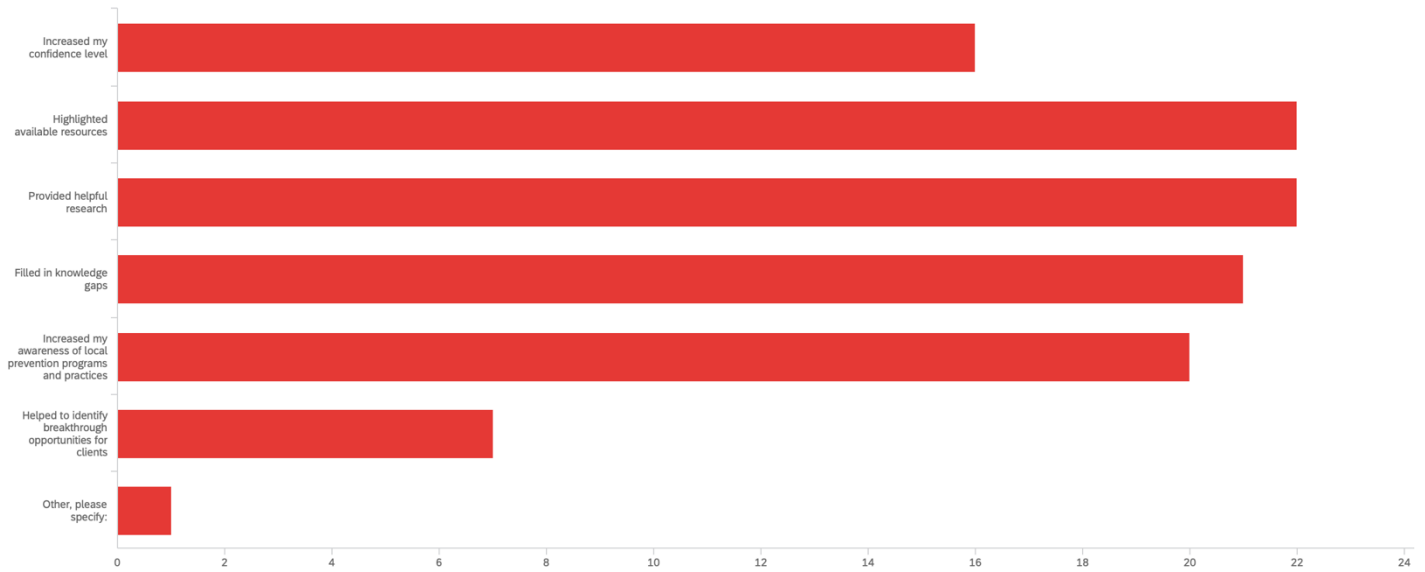
Lastly, our impact has inspired other state and regional networks to build their capacity in prevention efforts. One example is the California Prevention Practitioners Network, working to strengthen capabilities across the state. Both New York and Colorado sought technical assistance in building regional networks as well. The Prevention Practitioners Network is able to connect state models, trainers, and other practitioners to replicate effective measures.

Project Visualizations

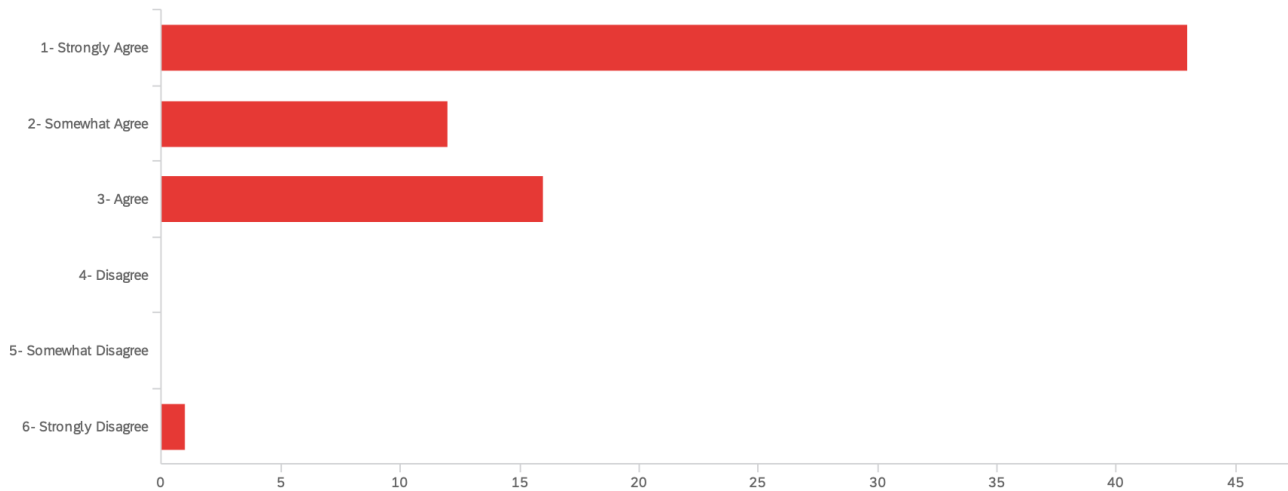


Q19 Workshop Series - How were the workshops and/or symposia helpful in your practice? Select all that apply.

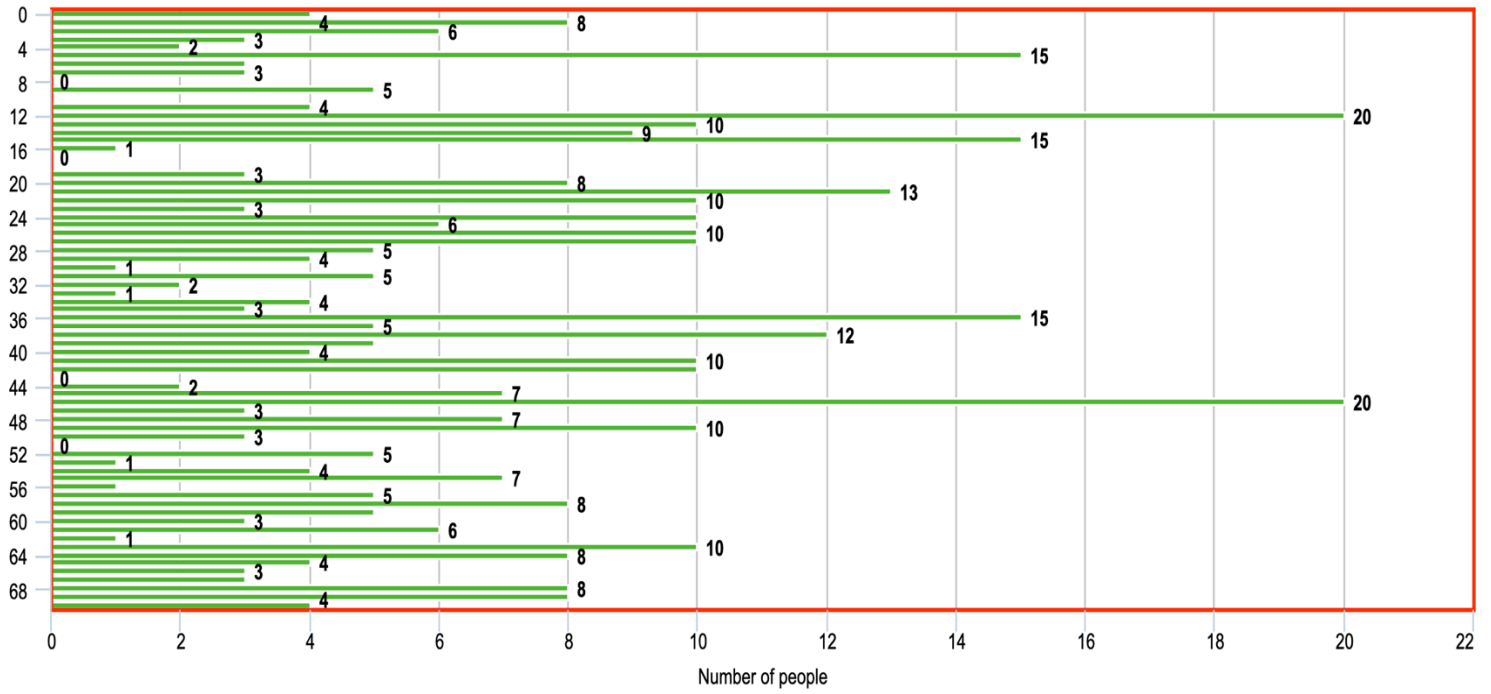
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Q7 Symposium - On a scale of 1 to 6, how much do you agree or disagree with the following statement: I made promising connections during my time at this symposium?



Q12 Symposium - How many practitioners/symposium attendees did you exchange contact information during or after the symposium?



**DELIVERABLES**

<b>Work Products</b>	<b>Status</b>	<b>Link</b>	<b>Shareable</b>
ResilienceNet App	Complete	<a href="https://qrco.de/bdJ9yf">https://qrco.de/bdJ9yf</a>	Yes
Comprehensive Framework: A Guide for Practitioners	Complete	<a href="https://www.mccaininstitute.org/wp-content/uploads/2022/11/PPN-TVTP-Framework-Nov-2022.pdf">https://www.mccaininstitute.org/wp-content/uploads/2022/11/PPN-TVTP-Framework-Nov-2022.pdf</a>	Yes
Practice Guide: Interventions to Prevent Targeted Violence and Terrorism	Complete	<a href="https://www.mccaininstitute.org/wp-content/uploads/2021/10/practice-guide-1-staffing-and-rnta_v3.pdf">https://www.mccaininstitute.org/wp-content/uploads/2021/10/practice-guide-1-staffing-and-rnta_v3.pdf</a>	Yes
Practice Guide: Legal Considerations for Targeted Violence and Terrorism Prevention	Complete	<a href="https://www.mccaininstitute.org/wp-content/uploads/2022/03/Practice-Guide-2-Legal-Considerations-for-TVTP.pdf">https://www.mccaininstitute.org/wp-content/uploads/2022/03/Practice-Guide-2-Legal-Considerations-for-TVTP.pdf</a>	Yes
Practice Guide: The Targeted Violence Threat Landscape	Complete	<a href="https://www.mccaininstitute.org/wp-content/uploads/2022/05/Practice-Guide-3-Threat-Landscape-May-2022-v2.pdf">https://www.mccaininstitute.org/wp-content/uploads/2022/05/Practice-Guide-3-Threat-Landscape-May-2022-v2.pdf</a>	Yes
Practice Guide: Behavioral Assessment and Management	Complete	<a href="https://www.mccaininstitute.org/wp-content/uploads/2022/07/Practice-Guide-4-BA-and-BM-July-2022.pdf">https://www.mccaininstitute.org/wp-content/uploads/2022/07/Practice-Guide-4-BA-and-BM-July-2022.pdf</a>	Yes
Practice Guide: Prevention Through Education	Complete	<a href="https://www.mccaininstitute.org/wp-content/uploads/2023/02/Practice-Guide-5-Prevention-through-Education.pdf">https://www.mccaininstitute.org/wp-content/uploads/2023/02/Practice-Guide-5-Prevention-through-Education.pdf</a>	Yes
Workshop: Risk, Needs, and Threat Assessment	Complete	<a href="https://www.youtube.com/watch?time_continue=2071&amp;v=FNjaRSN_YGo&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=2071&amp;v=FNjaRSN_YGo&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Workshop: Staffing Interdisciplinary Teams	Complete	<a href="https://www.youtube.com/watch?v=16BJ1W_KIq-0">https://www.youtube.com/watch?v=16BJ1W_KIq-0</a>	Yes
Workshop: Civil Liabilities- Safety Act	Complete	<a href="https://www.youtube.com/watch?v=sXk5dgMpwkg&amp;t=4s">https://www.youtube.com/watch?v=sXk5dgMpwkg&amp;t=4s</a>	Yes
Workshop: Civil Liabilities- Civil Liability Principles	Complete	<a href="https://www.youtube.com/watch?time_continue=1599&amp;v=BjTLzW29OMk&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=1599&amp;v=BjTLzW29OMk&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Workshop: Threats of White Supremacy and Anti-Government Violence	Complete	<a href="https://www.youtube.com/watch?v=mHkf9i52z3g&amp;t=2s">https://www.youtube.com/watch?v=mHkf9i52z3g&amp;t=2s</a>	Yes



Workshop: Threat of Incel and Misogynistic Violence Workshop	Complete	<a href="https://www.youtube.com/watch?v=OIszgD9nljI&amp;t=1s">https://www.youtube.com/watch?v=OIszgD9nljI&amp;t=1s</a>	Yes
Workshop: Promising Practices for Internationally Inspired Terrorism Prevention	Complete	<a href="https://www.youtube.com/watch?v=6M9RXDhaYU&amp;t=1s">https://www.youtube.com/watch?v=6M9RXDhaYU&amp;t=1s</a>	Yes
Workshop: The Role of Mis-, Dis-, and Mal- Information in Terrorism	Complete	<a href="https://www.youtube.com/watch?v=-2znznC0pPE">https://www.youtube.com/watch?v=-2znznC0pPE</a>	Yes
Spring 2022 Symposia: Clarifying Roles and Competencies	Complete	<a href="https://www.youtube.com/watch?time_continue=700&amp;v=a7HeAPmscJc&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=700&amp;v=a7HeAPmscJc&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Spring 2022 Symposia: Reconciling Language Across Assessments	Complete	<a href="https://www.youtube.com/watch?time_continue=7&amp;v=r7TBJRjU_0&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=7&amp;v=r7TBJRjU_0&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Spring 2022 Symposia Keynote: Challenges in Multi-Sectoral Collaboration	Complete	<a href="https://www.youtube.com/watch?v=YOfZ-xg26gg&amp;t=1949s">https://www.youtube.com/watch?v=YOfZ-xg26gg&amp;t=1949s</a>	Yes
Spring 2022 Symposia: Integrative Assessment & Management in Schools	Complete	<a href="https://www.youtube.com/watch?v=g5MS4GQlvsk&amp;t=618s">https://www.youtube.com/watch?v=g5MS4GQlvsk&amp;t=618s</a>	Yes
Spring Symposia 2022: When and How to Involve Law Enforcement	Complete	<a href="https://www.youtube.com/watch?time_continue=31&amp;v=DY31zGVJLMg&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=31&amp;v=DY31zGVJLMg&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Summer Symposia 202: Early Childhood and Inter-Generational Trauma	Complete	<a href="https://www.youtube.com/watch?v=NeqnGinN5Ss">https://www.youtube.com/watch?v=NeqnGinN5Ss</a>	Yes
Summer Symposia 2022: Protective Factors	Complete	<a href="https://www.youtube.com/watch?time_continue=27&amp;v=3DEJ4x_10EA&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=27&amp;v=3DEJ4x_10EA&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Summer Symposia 2022: What's Working in Schools?	Complete	<a href="https://www.youtube.com/watch?time_continue=3&amp;v=GOGG47NZd6g&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=3&amp;v=GOGG47NZd6g&amp;embeds_origin=https%3A%2F%2Fwww.mccaininstitute.org&amp;feature=emb_logo</a>	Yes
Summer Symposia 2022: Resources for Educators and Adults	Complete	<a href="https://www.youtube.com/watch?v=vLVf-rjNfRM&amp;t=10s">https://www.youtube.com/watch?v=vLVf-rjNfRM&amp;t=10s</a>	Yes
Fall Symposia 2022: Diversion and Alternative Sentencing	Complete	<a href="https://www.youtube.com/watch?time_continue=22&amp;v=gCtxgFr-">https://www.youtube.com/watch?time_continue=22&amp;v=gCtxgFr-</a>	Yes

		<a href="https://www.youtube.com/watch?v=pqOzmvMCV24&amp;t=7s">rh0&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo</a>	
Fall Symposia 2022: State Targeted Violence Prevention Programming and Key Performance Indicators	Complete	<a href="https://www.youtube.com/watch?v=pqOzmvMCV24&amp;t=7s">https://www.youtube.com/watch?v=pqOzmvMCV24&amp;t=7s</a>	Yes
Fall Symposia 2022: Regional Efforts for Tertiary Providers	Complete	<a href="https://www.youtube.com/watch?time_continue=1359&amp;v=99jVRHbGbdM&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=1359&amp;v=99jVRHbGbdM&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo</a>	Yes
Fall Symposia 2022: Community Based Tertiary Programming	Complete	<a href="https://www.youtube.com/watch?time_continue=20&amp;v=0jg9cAx3LKo&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=20&amp;v=0jg9cAx3LKo&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo</a>	Yes
Fall Symposia 2022: Assessing Disengagement	Complete	<a href="https://www.youtube.com/watch?time_continue=1&amp;v=HiTUHRyNkiw&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo">https://www.youtube.com/watch?time_continue=1&amp;v=HiTUHRyNkiw&amp;embeds_origin=https%3A%2F%2Fwww.mccainstitute.org&amp;feature=emb_logo</a>	Yes
Eradicate Hate Summit Videos: Addressing Barriers to Entry for Clinical Professionals	Complete	<a href="https://www.youtube.com/watch?v=fW-QA8XgRlo">https://www.youtube.com/watch?v=fW-QA8XgRlo</a>	Yes
Eradicate Hate Summit Videos: Behavioral & Sociological Factors Associated with Susceptibility to Violent Extremism	Complete	<a href="https://www.youtube.com/watch?v=rU1wl_vwqrs&amp;t=2s">https://www.youtube.com/watch?v=rU1wl_vwqrs&amp;t=2s</a>	Yes
Eradicate Hate Summit Videos: What Does Prevention Look Like- The Role & Importance of Multidisciplinary Teams	Complete	<a href="https://www.youtube.com/watch?v=n4isUbjwPeo&amp;t=17s">https://www.youtube.com/watch?v=n4isUbjwPeo&amp;t=17s</a>	Yes
Eradicate Hate Summit Videos: Buidling Professional Standards for the Relevant Professions	Complete	<a href="https://www.youtube.com/watch?v=zHnrYaZ_Z18&amp;t=6s">https://www.youtube.com/watch?v=zHnrYaZ_Z18&amp;t=6s</a>	Yes
Eradicate Hate Summit Videos: How Can Parallel Fields Inform Clinical Practice	Complete	<a href="https://www.youtube.com/watch?v=jtK2G2SZemI&amp;t=10s">https://www.youtube.com/watch?v=jtK2G2SZemI&amp;t=10s</a>	Yes
Eradicate Hate Summit Videos: The Role of Formers in a Public Health Protocol	Complete	<a href="https://www.youtube.com/watch?v=a8DZHRdo0pU">https://www.youtube.com/watch?v=a8DZHRdo0pU</a>	Yes
Eradicate Hate Summit Videos: What Can Prison Programs Teach Us About	Complete	<a href="https://www.youtube.com/watch?v=3eTaxvq-HH8&amp;t=1s">https://www.youtube.com/watch?v=3eTaxvq-HH8&amp;t=1s</a>	Yes

Promising Techniques to Combat Violent Extremism			
Eradicate Hate Summit Videos: Intimate Bystanders- How to Unlock the Power of Personal Relationships	Complete	<a href="https://www.youtube.com/watch?v=LEkq-vGo7FY&amp;t=12s">https://www.youtube.com/watch?v=LEkq-vGo7FY&amp;t=12s</a>	Yes
Eradicate Hate Summit Videos: Practical Tools to Pilot in the Prevention Space	Complete	<a href="https://www.youtube.com/watch?v=l_dirWJ2n7s">https://www.youtube.com/watch?v=l_dirWJ2n7s</a>	Yes
Eradicate Hate Summit Videos: Law Enforcement & Mental Health Strategies for Effective Partnerships	Complete	<a href="https://www.youtube.com/watch?v=BkZR6i2v6X8">https://www.youtube.com/watch?v=BkZR6i2v6X8</a>	Yes
Eradicate Hate Summit Videos: A Funder Manual for the Prevention Space	Complete	<a href="https://www.youtube.com/watch?v=GqvAOB2it84">https://www.youtube.com/watch?v=GqvAOB2it84</a>	Yes
Eradicate Hate Summit Videos: Legal Protection for Practitioners	Complete	<a href="https://www.youtube.com/watch?v=0bT0K_sxzUo">https://www.youtube.com/watch?v=0bT0K_sxzUo</a>	Yes
Eradicate Hate Summit Videos: Invent to Prevent	Complete	<a href="https://www.youtube.com/watch?v=QkAGap07Nxw">https://www.youtube.com/watch?v=QkAGap07Nxw</a>	Yes
Eradicate Hate Summit Videos: Global Resource Mapping- Creating a Resource Directory for Crisis, for Research, and for Data	Complete	<a href="https://www.youtube.com/watch?v=EWRMPjp5jWE">https://www.youtube.com/watch?v=EWRMPjp5jWE</a>	Yes

## CHALLENGES AND LESSONS LEARNED

### Key Challenges

Despite the profound success of the PPN program, we did experience a few challenges. Overcoming these challenges provided our team with valuable insight into how to effectively maintain and grow the network. The most significant challenge our project encountered was navigating the ongoing COVID-19 health crisis. Our original timeline planned to shift from virtual, monthly events to in-person quarterly events in Q5, Q6, and Q7. However, the heightened risk resulted in delaying the return to in-person events until Q8. To address this challenge, we held two virtual symposia and then extended the period of performance by an additional quarter to allow for hosting two in-person symposia. We shifted all funding for speaker and participant travel stipends to the two events, which allowed for increased participation. Although this presented an obstacle in our original plan, we learned that virtual events are excellent substitutes for in-person events, particularly in increasing accessibility for more people to attend. However, we are aware that they do not result in the same quality of connections and network building. We now host a mixture of virtual and in-person PPN events, and we continue to provide recordings to maximize accessibility.

Another challenge that we experienced throughout the project was maintaining consistent data tracking of knowledge gained from pre- and post-surveys and maintaining data between employee transitions. After the spring symposium, we identified that the post-tests did not accurately represent knowledge gained from the symposium in relation to the key performance indicators. However, we identified that the qualitative feedback from the survey was representative of knowledge gained. For future events, we refined the pre- and post-survey questions in advance of each symposium to ensure that we are capturing the precise data that will evaluate program performance. This was a valuable lesson, as it provided our team with the knowledge to strategically design survey questions that accurately capture data for KPIs, rather than attempting to interpret data that does not directly relate to the KPIs.

Early in the process of this program, we also identified a challenge around ensuring resources and providers featured on the national asset map are applying evidence-based research and best practices. To address this issue, we formed an ethics committee, drafted a code of ethics that all network members must abide by, and established a process whereby our ethics committee offers guidance and support for network members dealing with ethical challenges. We determined that having a clear code of ethics was critical to ensuring that all members, but particularly resources or providers who are publicly available on the national asset map, are abiding by the code of ethics in their practice and support services or resources.

Finally, while we had sufficient funding to provide travel funding to speakers and participants of each in-person symposium, we did experience a challenge in finding a simple and manageable system for distributing stipends. The process for navigating administrative distribution of travel funding presented a delay in the distribution of stipends to speakers and participants for the first in-person symposium. After assessing these challenges internally, we outlined the correct procedures that must be taken to prevent these delays and implemented this for the second symposium. This process not only improved our ability to efficiently distribute funds, but also strengthened our internal process of adaptability and flexibility.

### **Implications for Future Implementation**

If we were to implement the project again, the first change we would make would be to decrease the frequency of events. When we outlined the quantity and timing of events in the proposal process, the frequency seemed manageable. However, we quickly realized that the workshops were taking place too often and received some feedback from our audience that they were experiencing “Zoom fatigue.” Moving forward, we will continue to collect participant feedback and ensure maximum quality of the events in relation to the quantity.

Additionally, the staff time needed to implement this project was originally underestimated during the project award. As the network grew significantly over the period of performance, the staff time needed to manage this project increased in parallel. For future implementation, we would recommend increasing the number of individuals working on this and the percentage of time those individuals dedicate to the project.

Due to the significantly higher amount of interest in joining the network than we originally predicted, we would also plan for the symposiums to accommodate the large number of individuals interested in attending. Unfortunately, we underestimated this level of interest during the proposal stage and would account for a higher level of engagement if reimplementing the project. We would also increase the funding for staff travel to allow for opportunities to attend network participants events, training opportunities, and to participate in related

professional conferences. This additional travel could be used to focus on the development of regional sub-networks within the broader PPN.

The last thing that we would change if we implemented the project again would be to increase the capability to be flexible and adapt to the needs identified throughout implementation. Throughout the period of performance, our network members expressed recommendations that would have been excellent additions or alterations to the PPN but were outside the scope of the grant. Not only would we use the recommendations provided by network members thus far to strengthen future implementation of the program, but we would also design the program to allow for flexibility in light of future recommendations.

### Advice For Professionals

Professionals who are looking to establish a national level network should have a strong understanding of the need within the field, survey existing programs and resources, and identify the approaches that will best meet the needs. Early in the process of this program, we were advised not to “put the cart before the horse.” While establishing PPN, we quickly identified extensive opportunities for us to have a positive impact on the field and activities PPN could branch into. Although we were enthusiastic about these opportunities, we needed to continuously assess the feasibility of pursuing new activities. Before committing to new initiatives, our team discussed internally whether the proposed opportunity was a good fit for the program. This process greatly contributed to the overall success of the PPN by ensuring that we approached new projects thoughtfully and effectively. We would suggest that other professionals develop similar internal feasibility evaluations.

Beyond assessing the feasibility of taking on new initiatives, we would suggest to professionals that they fully understand their own assets and skills, as well as how to leverage external resources. Over the last two years, we have learned how to form thoughtful and strategic partnerships that are mutually beneficial. Through these collaborative efforts, we have expanded our breadth of quality resources that can be used to strengthen the PPN program. Not only are these partnerships beneficial to the long-term success and scalability of PPN, but they also offer us an opportunity to provide our own expertise for the benefit of others in order to advance the field.

## SUSTAINABILITY

We plan to continue all elements of the Prevention Practitioners Network, including hosting in-person and virtual convenings, recruiting members, and growing our directory of providers and resources. We plan to host a virtual workshop once a quarter for a total of four per year and two in-person symposiums, one in the spring and one in the fall. We received feedback from participants that reducing the frequency of the workshops and symposiums will increase participation. The additional time will allow for improved planning in-between events for our team. During the period of performance, we experienced higher-than-expected interest in the PPN. Since the end of December, we have continued to promote the network and recruit new participants. In coordination with our implementation partner, we have begun brainstorming “version two” of the overall app that the directory is housed in including a “zoom in able” map feature, more filter options, and a web-based version of the directory.

The FY20 Targeted Violence and Terrorism Prevention Grant award was essential to building the foundation of the Prevention Practitioners Network. As the PPN program continues to expand, we are committed to continuously evaluating and adapting our efforts to ensure the most effective approaches are being used. We will also continue to form strategic partnerships and leverage existing resources that are available in the collaborative PPN space. Investing in these sustainability practices will ensure that we maximize our impact through future funding. We are currently pursuing long-term funding opportunities that could provide a consistent funding stream and reduce unpredictability in the future of the network. Ideally, this will be a long-term, multi-year award that will not only sustain current network activities but also allow for opportunities to scale the network into new activities.

## CONTRIBUTIONS AND NEXT STEPS

The PPN program has quickly emerged as a leading convener in the prevention space. The Targeted Violence and Terrorism Prevention FY 20 grant award allowed us to implement the first national-level network for interdisciplinary targeted violence and terrorism prevention professionals, with over 915 members collaboratively sharing their expertise. With the support of our implementation partner, the Institute for Strategic Dialogue, we published 12 read-ahead materials, 5 practice guides, and a comprehensive framework of valuable prevention content for the network. The workshops and symposia panels were also extremely effective in providing the space for these interdisciplinary stakeholders to come together and discuss actionable solutions to the targeted violence and terrorism prevention field. The recordings of most of these workshops and symposia panels are available to the public for continued learning opportunities. Additionally, we released a national directory of targeted violence and terrorism prevention clinical providers and resources that both prevention professionals and the public can use.

Beyond these direct and long-term contributions, we also hosted technical assistance calls to advise on promising practices, budgeting and implementation measurement plans, evidence-based methods, and potential partnership-building. We are committed to using what we have learned throughout this grant period to help other teams use their own skills and expertise to make advancements in the field.

## CONTACT INFORMATION

For questions about the Prevention Practitioners Network, or if you are interested in joining our mailing list and/or committees, please email: [PractitionersNetwork@mccaininstitute.org](mailto:PractitionersNetwork@mccaininstitute.org).