

# COMMUNITY-ORIENTED THREAT ASSESSMENT TEAMS: BUILDING PARTNERSHIPS TO EXPAND THE NET

## COMMUNITY-ORIENTED THREAT ASSESSMENT TEAMS: BUILDING PARTNERSHIPS TO EXPAND THE NET

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Deisinger Consulting, LLC

Threat Management Consultant  
Virginia Center for  
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### Dave Okada, GNG

President-ATAP

Principal  
Safety & Threat Solutions

Lieutenant (Retired)  
Salem Police Department

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## GENE DEISINGER, PH.D.

### Deisinger Consulting, LLC

- President & Founder

### Education, Training & Certifications:

- Ph.D., Counseling/Clinical Psychology;
- Licensed Psychologist (IA);
- Certified Health Service Provider in Psychology (IA);
- Certified Law Enforcement Officer (IA & VA; Retired);

### Experience:

- U.S. Department of Justice Critical Incident Review Team
  - Subject Matter Expert: Regarding mass casualty incident in Uvalde, TX
- Virginia Center for School & Campus Safety
  - Threat Management Consultant (2015-Present)
- Virginia State Police / Virginia Fusion Center
  - Consulting Psychologist / Member of Advisory Board (2009-present)
- Virginia Tech
  - Deputy Chief of Police & Director, Threat Management Services (Retired)
- Iowa State University
  - Deputy Chief of Police & Director, Threat Management (1993-2009)
- Story County (IA) Mental Health Task Force
  - Founding Member (1995-2009)



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Presented for the:

**NATIONAL CONFERENCE ON THREAT ASSESSMENT**

**FOR EDUCATIONAL INSTITUTIONS**

Richmond, VA | Nov. 6, 2019

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**DAVE OKADA, GNG**

# COMMUNITY-ORIENTED THREAT ASSESSMENT TEAMS: BUILDING PARTNERSHIPS TO EXPAND THE NET

## DAVE OKADA

### Safety & Threat Solutions

- Principal

### Association of Threat Assessment Professionals (ATAP)-President

### Experience:

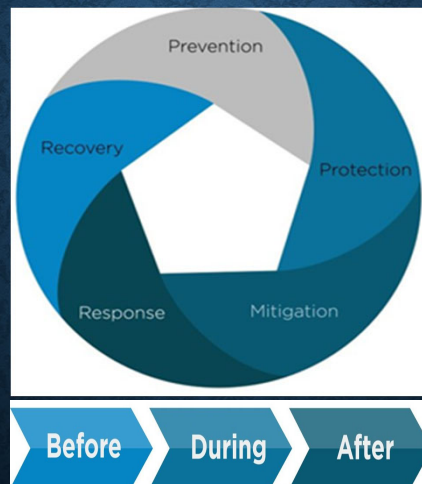
- Salem Police Department
  - Lieutenant (Retired)
- Willamette Valley Adult Threat Advisory Team
  - Co-Facilitator
- Mid-Valley Student Threat Assessment Team
  - Member
- Association of Threat Assessment Professionals
  - President; National Board of Directors



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## INTEGRATION OF PROCESSES

### Holistic Preparedness is Critical



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# COMMUNITY-ORIENTED THREAT ASSESSMENT TEAMS: BUILDING PARTNERSHIPS TO EXPAND THE NET

## CURRENT PRACTICE

### Evolution of Threat Management Processes in:

- Schools
- Campuses
- Companies / Organizations
- Communities

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## CURRENT PRACTICE: SCHOOLS & IHE'S

### Required by legislation:

- Virginia
  - Public Institutions of Higher Education (2008)
  - K-12 School Divisions (2013)
- Illinois
  - All Institutions of Higher Education (2008)
  - All K-12 School Districts (2019)
- Connecticut – All Institutions of Higher Education (2013)
- Florida – K-12 Schools (2018)
- Maryland – K-12 Schools (2018)
- Kentucky: K-12 Schools (2019)
- Oregon: K-12 Schools (2019)
- Rhode Island: K-12 Schools (2019)
- Tennessee: K-12 Schools (2019)
- Texas: K-12 Schools (2019)
- Washington: K-12 Schools (2019)
- New Jersey: K-12 Schools (2022)

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## SYSTEMIC CHALLENGES

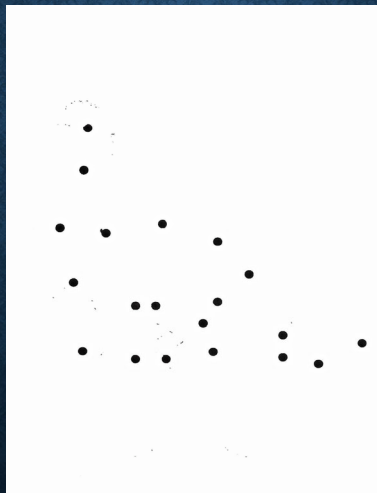
### Concerns may be known but are siloed

- Schools
- Campuses
- Companies / Organizations
- Law enforcement
- Mental Health & Social Service Agencies
- Community members



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## CONNECTING THE DOTS



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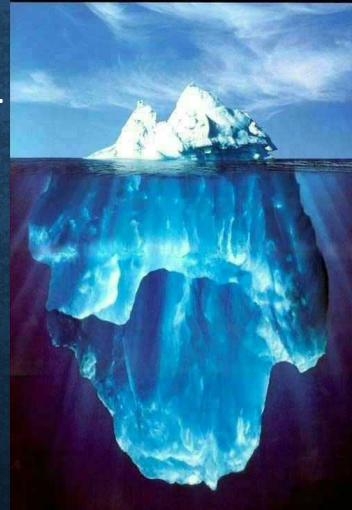
## NOT JUST ACTIVE SHOOTERS

### Beyond Mass Violence:

A broad range of issues impact the safety & well-being of communities.

- Domestic / relational violence
- Sexual assault
- Stalking
- Harassment & Bullying
- Bias-related incidents
- Substance abuse
- Mental Illness / Distress
- Suicide

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## CHALLENGES WITHIN ORGANIZATIONS

### ARAPAHOE HIGH SCHOOL SHOOTING: REVIEW FINDINGS

#### Deficiencies noted:

- Failure to properly and adequately share information
- Failure of Threat Assessment System
- Failure of Systems Thinking

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## CHALLENGES IN THREAT ASSESSMENT

### Challenges:

- Subjects: Paths cross roles and jurisdictions
- Targets: Paths cross roles and jurisdictions
- Organizations:
  - Don't understand each other's roles and resources
  - Don't communicate, collaborate or coordinate
  - Under-resourced
  - Don't understand threat
  - Don't share investment

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## WHAT IS ON THE RADAR?



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**OUR PROBLEM!!**

**DECISIONS BEING MADE IN A VACUUM!**

**WITH INSUFFICIENT INFORMATION!**

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**UNINFORMED DECISIONS**

**Decisions being made without sufficient information**

- Who to manage
  - Special needs
  - Wrong person?
- Management options
  - Manage vs punish
- Discipline
- Suspension/expulsion
- Arrest

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## HOW DO WE REALLY MITIGATE THREATS?

### Enhance:

- Communication
- Collaboration
- Coordination

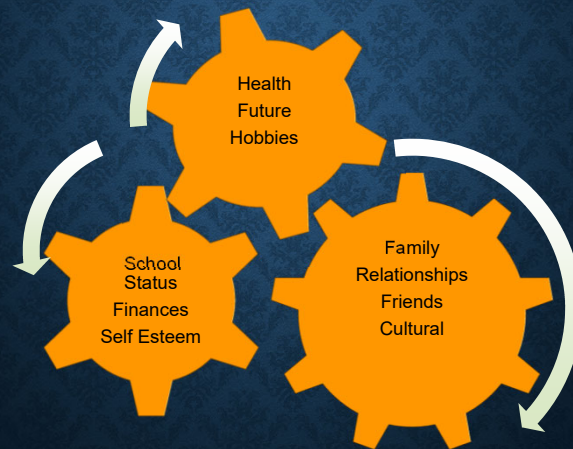
### Share:

- Awareness
- Perspectives
- Resources
- Strategies

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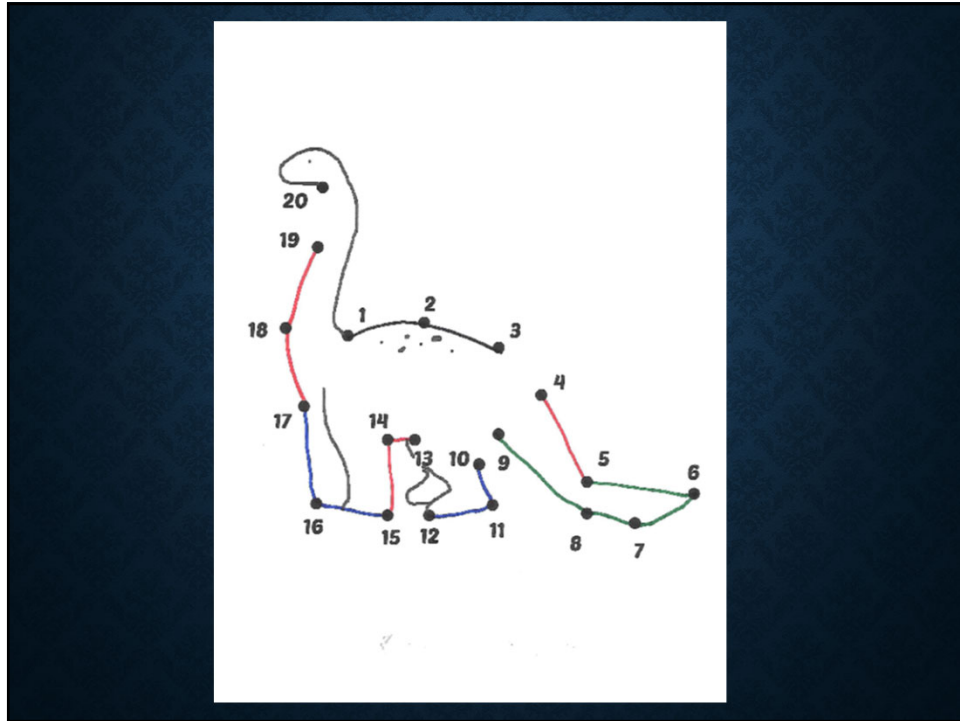
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## WHAT'S GOING ON IN THE PERSON'S LIFE?



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## ESTABLISHING A COMMUNITY BTAM:

### Developing the Team:

- Mission: Purpose, scope & authority
  - Stakeholder commitment
- Structure:
  - Membership (Core & Ad-Hoc)
  - Leadership
  - Support
- Training:
  - Member roles, responsibilities & resources
  - Behavioral threat assessment & management
  - Consulting/Reporting options & methods

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## THE PRIMARY GOAL OF THE THREAT ASSESSMENT & MANAGEMENT PROCESS

The primary goal of the  
threat assessment and management process  
is to support and enhance  
the health, safety, and well-being  
of the community.

G. Deisinger (2015)

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## CONSIDERATIONS FOR COMMUNITY BTAM

### Considerations for Mission, Scope, Authority & Role:

- Manage or advise cases?
- Lead/control or advise cases?
- Investigate, consult on, or review cases?
- Provide guidance on BTAM processes for partners or constituents?
- Provide outreach to community?
- Generate reports?
- How protect confidentiality & civil liberties?

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## PRIVACY & CONFIDENTIALITY

- FERPA
- HIPAA
- Criminal Investigations
- Criminal Intelligence
- Advocacy

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## MULTI-DISCIPLINARY MEMBERSHIP

### Potential Membership:

- Law enforcement
- Office of the Commonwealth Attorney
- Education: School Division(s), Institutions of Higher Ed
- Community Service Board / Mental Health Agencies
- Community Corrections / Juvenile Justice
- Human Services / Veterans Affairs
- Key corporate / business stakeholders
- Faith leaders
- Mental Health Professional \*
- Threat Management Consultant \*
- Independent Medical/Psychological Evaluator \*\*

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## CHARACTERISTICS OF EFFECTIVE TEAM MEMBERS

- Passionate about the goals of the team
- Familiar with threat assessment principles and practices
- Demonstrates an inquisitive & skeptical mindset
- Exercises good sense of judgment, objectivity, and thoroughness
- Relates well with others
- Effectively facilitates team discussion
- Advocates for necessary resources

© Deisinger, et al (2008)

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## KEY DYNAMICS OF SUCCESSFUL TEAMS

**Psychological Safety:** We take risks without feeling insecure or embarrassed.

**Dependability:** We can count on each other to do high quality work on time.

**Structure & Clarity:** We are clear about our goals, roles, and execution plans.

**Meaning of Work:** We are working on something that is personally important for each of us.

**Impact of Work:** We fundamentally believe that the work we are doing matters.

Rozovsky, J. (2015). *The five keys to a successful Google team*

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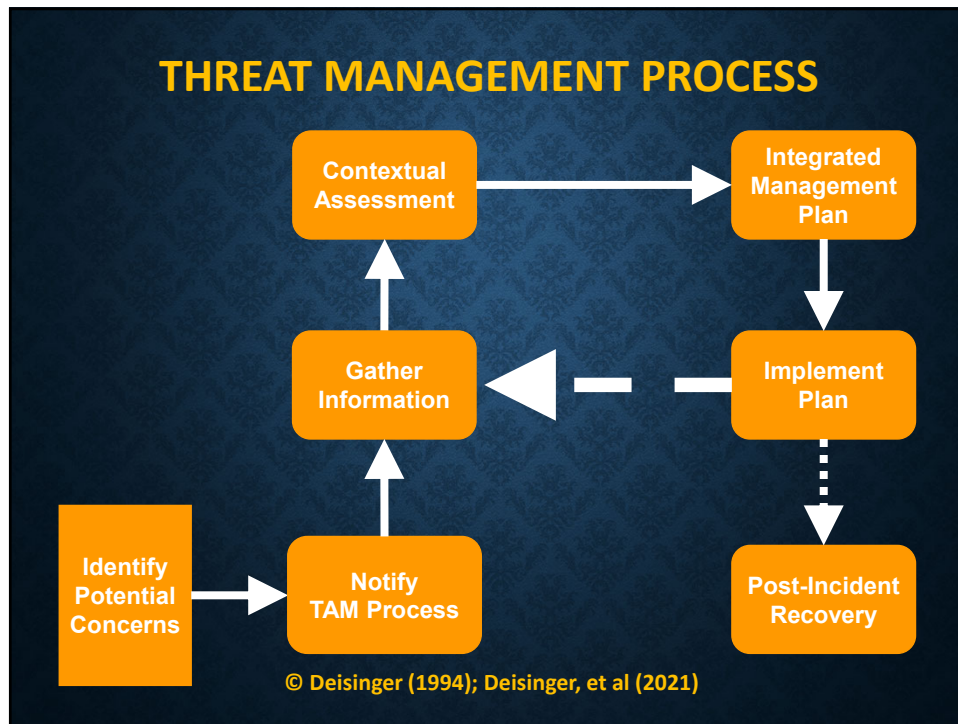
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## WHAT'S OUR GOAL?

**Preventing the act from occurring through:**

- Coordinated actions
- Control/monitoring of person of concern
- Minimize aggravating factors
- Enhance protective factors
- Anticipate and mitigate triggers
- Reassess and follow up

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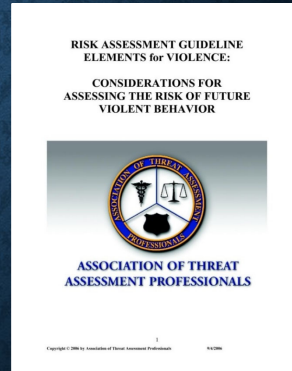
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## INFORMED BY RESEARCH & PRACTICE

### Risk Assessment Guideline Elements for Violence: Considerations for Assessment the Risk of Future Violent Behavior (2006)

Association of Threat Assessment  
Professionals (ATAP)  
[www.atapworldwide.org](http://www.atapworldwide.org)



Available at:

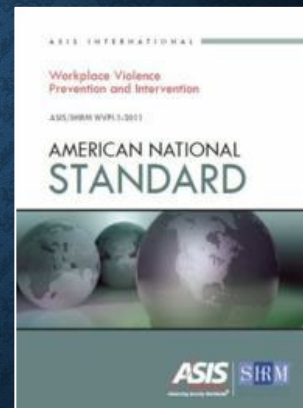
[cdn.ymaws.com/www.atapworldwide.org/resource/resmgr/imported/documents/RAGE-V.pdf](http://cdn.ymaws.com/www.atapworldwide.org/resource/resmgr/imported/documents/RAGE-V.pdf)

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## INFORMED BY RESEARCH & PRACTICE

### Workplace Violence Prevention and Intervention American National Standard (2011)

ASIS International &  
Society for Human Resource Management



Available at:

[www.asisonline.org/publications/sg-asis-shrm-workplace-violence-prevention-and-intervention-standard/](http://www.asisonline.org/publications/sg-asis-shrm-workplace-violence-prevention-and-intervention-standard/)

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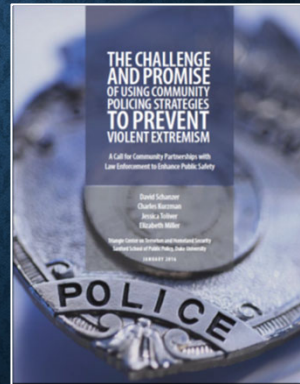
## INFORMED BY RESEARCH & PRACTICE

### The Challenge and Promise of Using Community Policing Strategies to Prevent Violent Extremism (2016)

US Department of Justice

Available at:

[www.ncjrs.gov/pdffiles1/nij/grants/249674.pdf](http://www.ncjrs.gov/pdffiles1/nij/grants/249674.pdf)



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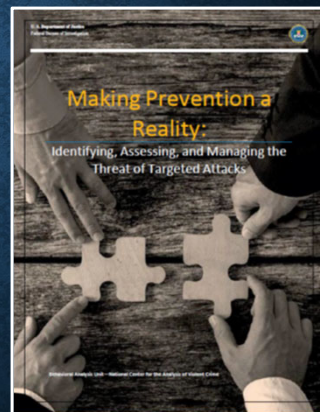
## INFORMED BY RESEARCH & PRACTICE

### Making Prevention a Reality: Identifying, Assessing & Managing the Threat of Targeted Attacks (2017)

US Department of Justice  
Federal Bureau of Investigation  
Behavioral Analysis Unit

Available at:

[www.fbi.gov/file-repository/making-prevention-a-reality.pdf](http://www.fbi.gov/file-repository/making-prevention-a-reality.pdf)



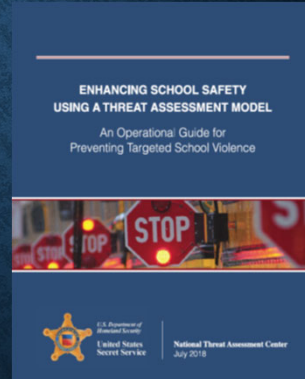
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## INFORMED BY RESEARCH & PRACTICE

### Enhancing School Safety Using a Threat Assessment Model: An Operational Guide for Preventing Targeted School Violence (2018)

US Dept. of Homeland Security  
US Secret Service  
National Threat Assessment Center



Available at:

[www.secretservice.gov/data/protection/ntac/USSS\\_NTAC\\_Enhancing\\_School\\_Safety\\_Guide\\_7.11.18.pdf](http://www.secretservice.gov/data/protection/ntac/USSS_NTAC_Enhancing_School_Safety_Guide_7.11.18.pdf)

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## INFORMED BY RESEARCH & PRACTICE

ASV AVERTED SCHOOL VIOLENCE  
LESSONS LEARNED BECOME LESSONS APPLIED

HOME SUBMIT A REPORT BROWSE REPORTS REPORT DATA ABOUT PUBLICATIONS + SUBMIT A REPORT

Search Here...

**Share Your Averted School Violence Incident to Improve School Safety**

An averted school violence incident is a shooting, bombing, stabbing or other violent attack that was prevented, either before or after the potential perpetrator arrived on school grounds, before any injury or loss of life occurred at the educational institution.

**Our Mission**

We encourage school personnel, law enforcement officers, and mental health professionals to share their averted school violence stories and lessons learned, in order to improve school safety and help prevent future tragedies.

Sharing your story is an anonymous, secure, non-punitive, and confidential process.

+ SUBMIT A REPORT

[www.avertedschoolviolence.org](http://www.avertedschoolviolence.org)

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## INFORMED BY RESEARCH & PRACTICE

### Averting Targeted School Violence: A U.S. Secret Service Analysis of Plots Against Schools (2021)

US Dept. of Homeland Security  
US Secret Service  
National Threat Assessment Center



Available at:

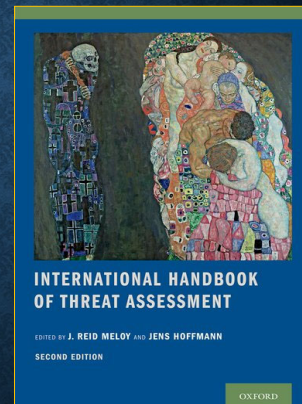
<https://www.secretservice.gov/sites/default/files/reports/2021-03/USSS%20Averting%20Targeted%20School%20Violence.2021.03.pdf>

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## INFORMED BY RESEARCH & PRACTICE

### International Handbook of Threat Assessment Second Edition (2021)

Edited by:  
J. Reid Meloy &  
Jens Hoffmann



Available at:

<https://global.oup.com/academic/product/international-handbook-of-threat-assessment-9780190940164?q=Meloy&lang=en&cc=us>

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# COMMUNITY-ORIENTED THREAT ASSESSMENT TEAMS: BUILDING PARTNERSHIPS TO EXPAND THE NET

## TRAINING

 **NATIONAL CATAP CONFERENCE**  
[www.catap.ca](http://www.catap.ca)

 **1<sup>ST</sup> AfATAP CONFERENCE**  
[www.afatap.africa](http://www.afatap.africa)

 **ATAP Winter Threat Management Conference**  
February 6-9, 2024 | Orlando, FL  
[www.atapworldwide.org](http://www.atapworldwide.org)

 **14<sup>TH</sup> AETAP CONFERENCE**  
April 22-25, 2024 | Paris, France  
[www.aetap.eu](http://www.aetap.eu)

 **APATAP VIRTUAL SYMPOSIUM**  
[www.apatap.wildapricot.org](http://www.apatap.wildapricot.org)

**ATAP THREAT MANAGEMENT CONFERENCE**  
August 13-16, 2024 | Anaheim, CA  
[www.atapworldwide.org](http://www.atapworldwide.org)



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## WHY WE DO IT

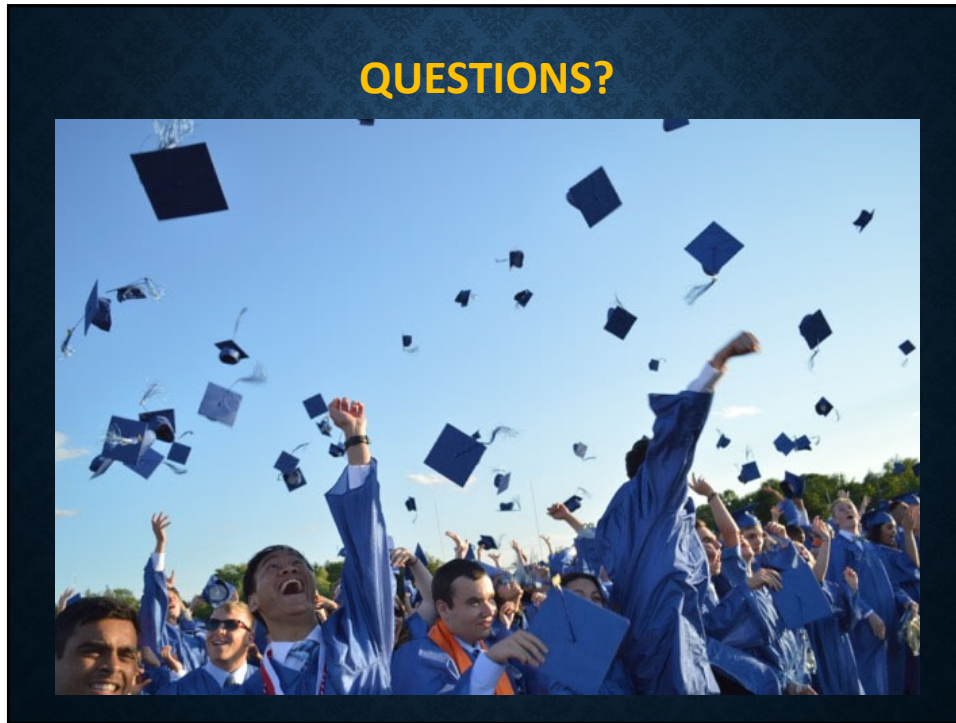
- We can prevent violence in our communities
- Multidisciplinary approaches work best
- Enhance:
  - Collaboration
  - Communication
  - Coordination
- Builds Engagement
  - Find friends before you need them
- Enhances Health, Safety & Well-Being of the Community

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## FOR MORE INFORMATION:

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