Establishing a Multidisciplinary Capability to Prevent Mass Casualty Attacks and Acts of Targeted Violence

Initial Planning Steps

1. Develop Strategic Framework
   a. Develop/Define Goals
   b. Define Jurisdiction (Locality, Region, UASI)

2. Identify Key Stakeholders
   a. Law Enforcement
   b. Mental Health (Private Providers and Government Agencies)
   c. Faith-Based Organizations
   d. Department of Education/Schools
   e. Social Service Entities
   f. Public Health Agencies
   g. Department of Children and Families
   h. Community-Based Health and Wellness Service Providers
   i. Probation/Parole/Pre-trial Services
   j. Local Prosecutors Office
   k. Grant Writer
   l. Insurance Expertise
   m. Academia

3. Convene Initial Planning Meeting – Form Planning Team
   a. Describe Goals and Objectives
   b. Gather Input and Establish Consensus on Strategic Framework
   c. Identify Members of Planning Team
   d. Describe Threat(s) to be Addressed
   e. Review/Adapt Existing Operating Models – Must be Applicable to Local Region
   f. Identify Planning Milestones and Due Dates
   g. Define Outcome and Impact Measures
   h. Establish Standing Advisory Committee Comprised of Senior Leadership from Stakeholder Groups/Organizations
   i. Identify Key Leader(s) – Develop Leadership Message

4. Define General Resource Requirements
   a. Identify Existing Resources and Resource Gaps (Programmatic/Personnel/Services/Training)
   b. Identify Funding Requirements to Address Gaps (State or Local Funding/Grants)
   c. Develop and Launch Public Awareness Campaign
   d. Create Appendix of Additional Reference Products and Resources in Other Jurisdictions, Including Overseas Models that May be Applicable
Prevention Framework

1. Community-Level Pattern Detection, Reporting, and Referral
   a. Acquire and Incorporate Community Input through Community Outreach and Education
      i. Dispel Myths and Misperceptions Regarding Goals and Objectives
   b. Provide Training and Education on Behavioral Indicators and Patterns Associated with Increased Risk of Violence
   c. Define Reporting Mechanisms – Identify Pathways to Enable Community Members to Inform Authorities
   d. Define How Reported Information is Evaluated – Clearly Define Protocols for Referring Individuals to Risk Assessment/Intervention Team
   e. Define Additional Information Needed to Fully Evaluate Risk – Identify Organization to Develop Background Package
      i. Distinguish between Threat Assessment (Law Enforcement) and Behavioral Risk Assessment (Mental Health) – Define Complementary Relationship
      ii. Identify and Address any Policy Issues that May Impede Cross-Disciplinary Information Sharing
      iii. Establish Safeguards to Prevent Inappropriate Disclosure or Co-mingling of Sensitive Information
   f. Identify Training Requirements for Frontline Personnel
   g. Develop Emergency/Non-emergency Call Center Protocols
   h. Create or Adapt Policies/Procedures/Protocols for Front-Line Personnel, Mid- and Senior Level Executives, Call Center Personnel, Direct Service Providers

2. Behavioral Risk Assessment
   a. Identify Organizational Structure and Membership of Risk Assessment Team – Establish Standing Assessment/Intervention Task Force
   b. Establish, Train, and Maintain Cadre of Community-Based Professionals (Law Enforcement, Mental Health, etc.)
   c. Define Resource Implications
      i. Identify How Costs of Mental Health Support are Addressed
   d. Define Information Needs/Flow During Assessment Process
      i. Identify and Address Policy and Procedural Issues that May Impede Information Sharing
   e. Establish Technical Platforms to Facilitate Information Acquisition/Sharing
   f. Establish Safeguards to Prevent Inappropriate Disclosure or Co-mingling of Sensitive Law Enforcement and Protected Health Information

3. Disruption
   a. Define Protocols to Ensure Timely Referral to Appropriate Investigative/Enforcement Entity in the Event Person Presents an Unacceptable Risk to Public Safety
4. Intervention Management – Risk Reduction, Containment, and Re-evaluation
   a. Develop Organizational Structure and Management of Intervention Team – Establish Working Level Assessment/Intervention Task Force
   b. Define Goals – Example: Reduce an Individual’s Social or Psychological Commitment to Violence
   c. Establish, Train, and Maintain a Cadre of Community-Based Professionals to Develop, Implement, and Evaluate Progress of Multi-disciplinary Intervention Efforts
   d. Identify Existing Resources and Resource Gaps
      i. Specifically – Identify Relevant Providers of Care, and Define How Service Providers will be Compensated (Insurance, Medicaid, Private Pay, Grants, etc.)
   e. Establish Case Management/Tracking System and Compliance Reporting back to Intervention Management Team
   f. Establish Safeguards to Prevent Inappropriate Disclosure or Co-mingling of Sensitive Law Enforcement and Protected Health Information

5. Monitoring and Assessment
   a. Define Organizational Structure – Identify Team Members
      i. Define Role of Assessment/Intervention Team (Tactical) versus Advisory Group (Strategic/Policy)
   b. Establish, Train, and Maintain Cadre of Community-Based Professionals to Monitor and Assess Progress in Individual Cases – Has Risk Been Decreased? Employ Quantitative and Qualitative Assessment Resources
   c. Partner with Academic Institution or Individuals to Measure Programmatic and Individual Success
   d. Define Data Collection/Storage Needs
   e. Define Reporting Requirements
   f. Establish Safeguards to Prevent Inappropriate Disclosure or Co-mingling of Sensitive Information