



# 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

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| <ol style="list-style-type: none"> <li>a. Law Enforcement</li> <li>b. Mental Health (Private Providers and Government Agencies)</li> <li>c. Faith-Based Organizations</li> <li>d. Department of Education/Schools</li> <li>e. Social Service Entities</li> <li>f. Public Health Agencies</li> <li>g. Department of Children and Families</li> </ol> | <ol style="list-style-type: none"> <li>h. Community-Based Health and Wellness Service Providers</li> <li>i. Probation/Parole/Pre-trial Services</li> <li>j. Local Prosecutors Office</li> <li>k. Grant Writer</li> <li>l. Insurance Expertise</li> <li>m. Academia</li> </ol> |
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### 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