


**TARGETED VIOLENCE, THREAT ASSESSMENTS
& THREAT MANAGEMENT**

PARMA/PASMA Annual Joint Meeting
March 10, 2016 ♦ La Palma, CA

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Clinical & Forensic Psychologist PSY14892




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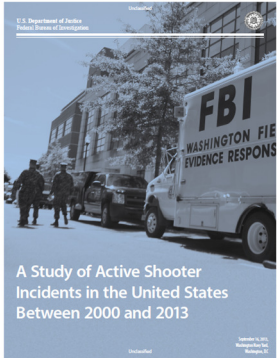
Agenda



- I. Targeted Violence**
- II. Warning Signs of a Threat Potential**
- III. Preliminary Threat Assessment of Targeted Violence**
- IV. Threat Management Considerations**

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U.S. DOJ, FBI: September 16, 2014

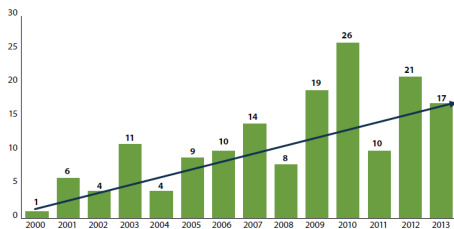


**A Study of Active Shooter
Incidents in the United States
Between 2000 and 2013**

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"An average of 6.4 incidents occurred in the first 7 years studied, and an average of 16.4 occurred in the last 7 years."

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013: Incidents Annually

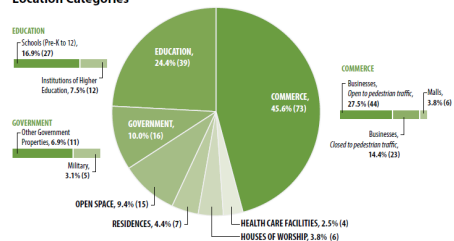


Source: Blair, J. Pele, and Schweit, Katherine W. (2014). A Study of Active Shooter Incidents, 2000 - 2013. Texas State University and Federal Bureau of Investigation, U.S. Department of Justice, Washington D.C. 2014.

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Horizontal lines for notes.

A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013: Location Categories



Source: Blair, J. Pele, and Schweit, Katherine W. (2014). A Study of Active Shooter Incidents, 2000 - 2013. Texas State University and Federal Bureau of Investigation, U.S. Department of Justice, Washington D.C. 2014.

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Horizontal lines for notes.

Targeted Violence in the Workplace

6 dead, including gunman, in Minn. workplace shooting

Police: Man suspected of shooting 4 at California workplace was 'methodical'

2 men die in murder-suicide at Roseville workplace

Three dead after uniformed UPS employee opens fire at Alabama warehouse one day after he's fired

RECENTS

RECENTS

RECENTS

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Horizontal lines for notes.

Targeted Violence in the School-place

German Police Arrest Armed Teenager for School Shooting

Teen wounds four people in stabbing spree at school in Finland

Gunman who killed 26 forced his way into Connecticut elementary school, police say

Casper College Attack: Man Kills 2, Self in Murder-Suicide

SCHOOL SHOOTING

CONNECTICUT

Newtown

Nevada school shooting: Teacher killed, two students wounded

Okla. community mourns Code Poole, 13, who shot himself at his junior high

Nevada middle school shooting

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Domestic Violence in the Workplace

San Diego News

Barona Shooter Forced From Job Because Of Workplace Romances

Police: Daughter kills mother in N.C. tire shop shooting

Two dead in domestic murder-suicide in Kisdland office parking lot

Husband Allegedly Shot Wife in Murder-Suicide at San Clemente Boutique: OC Sheriff's Department

Police: Months of marital issues preceded man shooting wife at Florida mall

Man guns down pregnant girlfriend, shoots himself in head in Times Square hotel for homeless cops



Domestic Violence in the School-place

Horror as father walks into school and shoots his son, sight in the lead 'to get revenge on his wife'

Deputies Believe Domestic Dispute Prompted School Shooting At IDEA

Teacher shoots self after killing school principal

ONE KILLED, ONE WOUNDED IN DHAMAR SCHOOL SHOOTING

Man arrested in stabbing at Surrey elementary school


Live: Parent stabbed outside North Walkden Primary School, Salford

DJR employee arrested in shooting incident outside Hickey School




Convergence of Targeted Violence Arenas

- Arenas have overlapped; boundaries blurred
- Triggering events do not cause violence
 - It destabilizes a person who may already be unstable
- Targeted violence is not event, it is a process
- Process → leakage → pathway



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Threat Assessments



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Bark vs. Bite: Troubling vs. Troubled

- Troubling times
 - Episodic difficulties
 - Ability to mature & evolve
- Troubled person
 - Deeply disturbed
 - Escalating hostile – aggressive behaviors
 - Chaotic, divisive, toxic, pathological



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Bark vs. Bite: When is a Threat a Threat?

- Past incidences of hostile aggressive or violent behaviors
- Narrowing of focus
 - Threat made or intimidated
- Ramping up behaviors
 - Research & planning
- Leakage of intent
 - Obsessions & fixations



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Warning Signs of a Threat Potential

October 12, 2011 1:21pm

- Salon Meritage in Seal Beach, CA
- Scott Dekraai shot 9 people, killing 8
- Ex-wife Michelle Fournier was primary target
- A month earlier, Fournier had told a friend that Dekraai had come to the salon and had threatened to kill her



Scott Evan Dekraai
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Huntington Beach

CHARGES

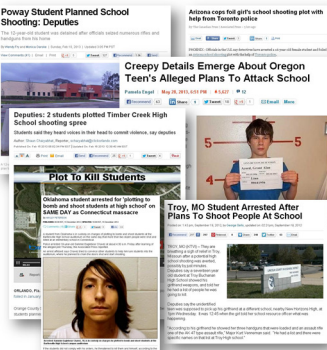
- 8 felony counts of special circumstances first degree murder
- 1 felony count of attempted murder
- Special circumstances assessing enhancement for multiple murders

- ✓ "Narrowing of focus"
- ✓ "Ramping up" behaviors
- ✓ "Leakage" of intent

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Targeted violence is not an event, it is a process.


- ✓ "Narrowing of focus"
- ✓ "Ramping up" behaviors
- ✓ "Leakage" of intent



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Preliminary Threat Assessment for Targeted Violence


- **Threat posturing**
 - narrowing of focus
- **Preparatory behaviors**
 - ramping up
- **Rehearsal fantasies**
 - leakage



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Threat Posturing (narrowing of focus)

- **Threat communicated**
 - Direct, indirect, conditional, implausible
 - Verbal, written, text messages, social media postings
 - Specificity of target & methodology
- **Hostile aggressive behaviors upon a person**
 - Verbal, physical
 - Personal space intrusions, malicious glaring "mad-dogging"
- **Hostile aggressive behaviors upon objects**
 - Vandalism, destruction of property, throwing/breaking objects
 - Punching walls, pounding tables, slamming doors
- **Is there a history of violent behaviors?**
 - Have recent behaviors escalated in intensity, frequency and/or duration?



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Preparatory Behaviors (ramping up)


- **Investing time & resources towards a malicious act**
- **Researching & planning**
 - Checklists, recipes & "how-to's"
- **Procurements**
 - Weapons, "clandestine excitement"
 - Ammo, equipment, supplies
- **Predatory behaviors**
 - Open source data searches of targets
 - Surveillance, exploitable patterns
- **Probing & breaches**
 - Testing security & responses
 - Timings & trial runs



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Rehearsal Fantasies (leakage)


- Obsessions & fixations with malicious themes
- Recurring scripting of malicious acts
- Repeated communications of what will transpire
 - Leakage to a third party
- Romanticizing past incidences of violence
 - Active shooters & body counts
- Costuming
 - Omnipotent character
 - Tactical gear, "mall ninja"
- Legacy token
 - Manifesto, video
- Emotional/psychological investment into fantasies
 - Increased risk of impelling oneself into action



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Preliminary Threat Assessment

- Threat posturing
- Preparatory behaviors
- Rehearsal fantasies




- The presence of any one of the above raises concern
 - "Leakage" or "ramping up" behaviors?
 - Consult with someone; HR, Security, Law Enforcement, TA Professional
- The presence of any two or more raises a significant concern of a threat potential
 - A comprehensive threat assessment is highly indicated
 - Active threat mitigation & threat management strategies developed, implemented & revised as situations evolve

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Risk Factors

- Significant risk factors
- Psychological risk factors
- Sociological risk factors
- Organizational risk factors
- Stability factors



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Targeted Violence Rarely Occurs in a Vacuum

Person
+
Environment
+
Trigger → Critical Incident

- Targeted violence is not an event, it is a process
- Making threats vs. posing to be a threat
- Look at pathways of ideas & behaviors towards targeted violence

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Pathway to Targeted Violence

Attack
Probing & Breaches
Pre-attack Preparation
Research & Planning an Attack
Violent Ideations (others, self, others & self)
Grievances (non-Employment definition)

ASPIRATIONAL
OPERATIONAL

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Source: Adapted from F.S. Cahoun & S.W. Weston (2000)

Threat Management Considerations

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Threat Management

- **Threat management rather than prediction of violence**
- **Making a threat vs. posing a threat**
- **Multidisciplinary team approach**
 - Threat Management Team
 - Internal & external resources utilized
- **Secure the threatscape**
 - Catching up to vs. on top of vs. being ahead of
 - Disengage the threat



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Threat Management Goals

- 1. Mitigate**
 - A pending or immediate threat
 - Disrupt pathway to targeted violence
- 2. Contain**
 - The situation with all personnel involved
 - Expect/prepare for sabotage
- 3. Manage**
 - The subject during & after the threat
 - Monitor for re-emerging pathway to targeted violence
 - Case navigator with multi-disciplinary team




- *These are dynamic states, repeat as necessary*

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When To Refer to a Threat Assessment Professional


- **"Trusted partner" consultations**
- **Nature or severity of the behaviors**
 - Disturbing, bizarre, predatory, emerging credible threat
- **Interfacing with law enforcement and/or security professionals**
- **Threat assessment as opposed to a Fitness For Duty Eval**
- **Workplace Violence Restraining Orders**
 - Threat assessment report
 - Consultations with legal counsel
 - Expert testimony
- **High risk employee terminations**



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Threat Assessments vs. Fitness for Duty Evaluations


- **Fitness for Duty Evaluation for threatening behaviors**
 - Very limited scope
 - "Can perform essential job functions with or without special accommodations?"
 - Very limited or no information from FFD evaluator regarding threat potential level, behavioral profile or behavioral trajectory
 - Essential for mitigating, containing & managing the problematic employee
 - FFD evaluator often not an expert in threat assessments
 - FFD evaluator unable to actively interface with HR, law enforcement or security professionals for threat mitigation & containment
 - FFD evaluator often unable to provide competent & comprehensive expert testimony on threat potential of targeted violence
 - Restraining order hearings, civil litigation, Labor/Union actions



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Threat Assessments vs. Fitness for Duty Evaluations

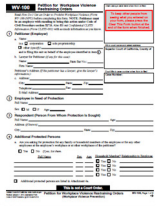
- **Professional threat assessment for threatening behaviors**
 - Consultant to organization as opposed to a limited scope examiner
 - Provides comprehensive information for mitigating, containing & managing problematic employee
 - Able to interface & case manage when needed
 - Subject's primary care physician or psychotherapist
 - FFD evaluator
 - ✓ Before eval – case information, any observed psychiatric symptoms or suspected psych Dx
 - ✓ After eval – findings, subsequent referral to a psychiatrist/psychologist, contacts with referral
 - Able to provide expert testimony
 - Restraining order hearings, civil litigation, Labor/Union actions
- **A FFD evaluation may be a component of a threat assessment, but should not be in place of one**



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Managing a Threat: Restraining Orders

- **Strategic use**
 - If and when
 - Dealing with temporary & permanent RO's
 - Continued "engagement" with a permanent RO
 - May be counterproductive to subject's "moving on" and future orientation
- **Professional support**
 - An attorney should be used
 - Use of a threat assessment professional is highly recommended
 - Threat assessment report, declaration, expert testimony
 - Consultations with legal counsel
 - Access to private security resources – surveillance, executive protection, measures, countermeasures, computer forensics
 - Ongoing/updated threat assessments



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9 Different Types of Restraining Orders

Protective Orders at a Glance

This section tells you about ways to use the courts to protect yourself and your family from abuse and harassment. It also gives you information on resources to make sure you and your family stay safe. Additionally, it gives you links to help you identify if you or someone you care about is in an abusive relationship and get help.

THIS SECTION EXPLAINS THE:

- Different types of restraining orders.
- Eligibility requirements.
- Steps to take to get a restraining order, and
- How to contest a request for a restraining order.

THE TYPES OF RESTRAINING ORDERS ARE:

- **Emergency Protective Order:** Protects victims of abuse, serious harassment, or stalking. An emergency protective order is available 24 hours a day from the police.
- **Domestic Violence Restraining Order:** Protects individuals from family members, spouse or former spouse, parties that have a child together, or parties that have a current or past dating relationship.
- **Civil Harassment Restraining Order:** Protects individuals from others than those listed in a Domestic Violence Protective Order.
- **Elder and Dependent Adult Abuse Restraining Order:** Protects elders and dependent adults from physical and financial abuse, neglect, isolation, abduction, harm, or deprivation by a caregiver.
- **Workplace Violence Prevention Restraining Order:** Protects employees from workplace violence.
- **Criminal Restraining Order:** Protects victims and witnesses from the defendant in a criminal case.
- **Juvenile Restraining Order:** A Juvenile Restraining Order is a court order to protect a person suffering unlawful violence or credible threats of violence from a juvenile.
- **Private Postsecondary School Violence Prevention Restraining Order:** Protects students from violence in a private postsecondary school.
- **Transitional House Misconduct Restraining Order:** Protects participants in transitional housing program or program employees or neighbors of the program site.

Source: <http://occourts.org/self-help/restrainingorders>

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Workplace Violence Restraining Order

CAL CODE OF CIVIL PROCEDURE § 527.8


“(a)Any employer, whose employee has suffered unlawful violence or a credible threat of violence from any individual, that can reasonably be construed to be carried out or to have been carried out at the workplace, may seek a temporary restraining order and an injunction on behalf of the employee and, at the discretion of the court, any number of other employees at the workplace, and, if appropriate, other employees at other workplaces of the employer.”

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“See something, say something” so we can DO something

- **See something, say something culture**
 - “Putting the pieces together”
 - Activate collaborative resources




- **“Aggressive caretaking”**
 - Reframe from an automatic punitive response to a proactive framework of getting the person the help they need



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Agenda Review

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