



THREAT ASSESSMENT SERVICES FOR LAW ENFORCEMENT AND SECURITY PROFESSIONALS

In the wake of targeted attacks like the assassination attempt on Representative Gabrielle Giffords in Tucson, the campus shooting at Virginia Tech, and the school shooting at Columbine High School, people often look to law enforcement professionals for expertise on what can be done to prevent such attacks. Historically, law enforcement personnel have been trained to operate in a reactive mode – responding when a crime is already in progress and investigating crimes that have already occurred. But law enforcement and security professionals can play a critical role in preventing assassinations, stalking, and other types targeted attacks. Having a threat assessment unit – or personnel trained in threat assessment and protective intelligence investigations can mean the difference between preventing an assassination and having to respond to a public official shooting.

Threat assessment – also known as behavioral threat assessment or threat management – is a process that identifies, investigates, evaluates, and manages threats, stalking, harassment, and other disturbing behaviors. The goal of a threat assessment investigation is to prevent a potential attack. The threat assessment model was originally developed by the U.S. Secret Service to protect the U.S. President and the electoral process. Many corporations and government agencies have used threat assessment teams for several decades, since the process was adopted by the U.S. Postal Service. And since the campus shootings at Virginia Tech and Northern Illinois University, threat assessment teams have been developed on many college and university campuses throughout the United States – after numerous prominent organizations and task forces all recommended that campuses create threat assessment teams as a key measure to prevent violence. Threat assessment is now used broadly to prevent violence and sabotage in the workplace, on campus, in school, and against public officials, public figures, and their families.

In our work, we help law enforcement professionals, executive protection professionals, and other security personnel to develop and implement their own threat assessment units or programs so that they can identify, investigate, evaluate, and intervene with persons and situations that raise concern or that jeopardize safety. We also help law enforcement agencies and security professionals to handle individual threat and stalking cases, ranging from consulting on a portion of the investigation to handling the case in its entirety.

Our approach to training and consultation is based on an integration of research and practice that is unmatched in the field. Our managing partners personally have over 30 years of combined experience investigating individual threat cases and conducting original research on targeted violence and threat assessment in educational institutions. Our training and consulting services represent the best practices available. Our approach has been cited as a model program for threat assessment and management services, and recommended as a critical resource in the new ANSI-approved risk analysis standard. Most

importantly, our approach is operationally relevant. Our training and consulting services for law enforcement are provided by law enforcement professionals (current and former) and focus on information that is knowable, detectable, and actionable.

THREAT ASSESSMENT TRAINING

Our threat assessment training is based on research and best practices in the area of threat assessment and threat management, including the U.S. Secret Service model of threat assessment, [The Handbook for Campus Threat Assessment & Management Teams](#) (co-authored by SIGMA managing partners Dr. Randazzo and Dr. Deisinger), and [Implementing Behavioral Threat Assessment on Campus: A Virginia Tech Demonstration Project](#) (co-authored by Dr. Randazzo), which are now included in the ANSI-approved national standard for risk analysis for higher education institutions as resources for developing and implementing threat assessment and management programs. SIGMA's managing partners and several SIGMA consultants are current or former law enforcement professionals, from federal, state, and campus law enforcement.

BASIC THREAT ASSESSMENT TRAINING

Basic threat assessment training is available in half-day and full-day sessions. Both formats include basic statistics on the prevalence of different types of violent crime, including school shootings, workplace shootings, and/or public figure attacks (depending on the participants' focus of interest); case studies of rampage shootings, major facts about targeted attacks and rampage shootings, implications for violence prevention and safety, basic principles of threat assessment and threat management, and strategies for enhancing information-sharing and reporting. In addition, full-day sessions include recommended team composition, decision-making, and activities; supporting policies and procedures; steps for investigating and evaluating threats and other concerning behavior; resources and strategies for managing individuals that may pose a threat of harm; identifying and developing key community resources; legal considerations for case documentation and accessing confidential/privileged information; and case studies of prevented attacks.

ADVANCED THREAT ASSESSMENT TRAINING

Advanced training is offered for investigators and other professionals who are experienced in protective intelligence and threat assessment investigations. The training leads participants through multiple table-top exercises on an array of simulated threats, allowing participants the opportunity to handle several threat case from start to finish, evaluate their procedures and decision-making, and gain trainer feedback. Full day advanced threat assessment/protective intelligence training also includes advanced strategies for effective interviewing, red flags for deception in interviewing, and common problems and solutions in running threat assessment investigations.

CASE CONSULTATION SERVICES

INDIVIDUAL CASE CONSULTATION

We help law enforcement professionals and other professionals to investigate, evaluate, and manage individual threat cases. Our case consultation services are tailored to the agency's particular needs and can include identifying sources of information, interviewing persons of concern and others, evaluating information gathered, developing and implementing case management plans, addressing systemic problems, and identifying key resources necessary for case management or intervention.

CASE OUTSOURCING

We provide executive protection details and other security firms with outsourcing options for some or all of their threat assessment case activities, including case investigation, evaluation, management, and documentation. Case outsourcing can be used for all or a portion of a firm's caseload.

CASE INVESTIGATION REVIEW

We review active investigations (and those already conducted) to identify additional areas of investigation and/or suggest options for case management and intervention strategies.

SIGMA MANAGING PARTNERS

MARISA (REDDY) RANDAZZO, PH.D.

MANAGING PARTNER

Dr. Marisa Randazzo is a Managing Partner of SIGMA Threat Management Associates and an international expert on threat assessment, targeted violence, and violence prevention. Before joining the private sector, Dr. Randazzo served for ten years with the U.S. Secret Service, most recently as the agency's Chief Research Psychologist. Among her various responsibilities, she co-directed the *Safe School Initiative*, the landmark federal study of school shootings that was conducted jointly by the U.S. Secret Service and U.S. Department of Education. Dr. Randazzo is an accomplished presenter and instructor on threat assessment investigations, having trained over 10,000 professionals in law enforcement, management, administration, mental health, and the intelligence community throughout the United States, Canada, and the European Union. Her research is used in the federal, state, and local law enforcement communities and has been credited in the media with preventing planned attacks. She is co-author of *The Handbook for Campus Threat Assessment and Management Teams* (2008) and lead author of *Implementing Behavioral Threat Assessment on Campus: A Virginia Tech Demonstration Project* (2009). Dr. Randazzo has testified before Congress and has been interviewed by major television, radio, and print news outlets, including *60 Minutes*, the *Today Show*, the *Early Show*, *48 Hours*, *Dateline NBC*, *MSNBC*, the *New York Times*, and *National Public Radio*. She has published

numerous articles on threat assessment and violence prevention and has served on the editorial board of the *Journal of Threat Assessment*. She has also published under her maiden name, Marisa Reddy. Dr. Randazzo received her Ph.D. and Master's degree from Princeton University in Social Psychology, and a B.A. in Psychology and Religion from Williams College. In 2005, Dr. Randazzo was awarded the Williams College Bicentennial Medal for her work in preventing violence. She is listed in several *Who's Who* publications for her threat assessment research and training contributions.

GENE DEISINGER, PH.D.

MANAGING PARTNER

Gene Deisinger, Ph.D. is a Managing Partner of SIGMA Threat Management Associates. He also serves as Deputy Chief of Police and Director of Threat Management Services for Virginia Tech. Dr. Deisinger earned his doctorate in counseling psychology from Iowa State University. He brings a unique perspective as a licensed psychologist, a certified health service provider in psychology, and a certified law enforcement officer.

Dr. Deisinger was a founding member of the Iowa State University Critical Incident Response Team. This multi-disciplinary team served as a pro-active planning group and coordinated institutional responses during crisis situations, including situations involving threats of violence. Dr. Deisinger developed the threat management program and served as the primary threat manager for Iowa State University from the team's inception in 1994, until accepting his current position at Virginia Tech in August, 2009. He has personally managed and supervised threat cases and protective details for a broad range of governmental dignitaries, public figures, and members of the university community.

For over 16 years, Dr. Deisinger has provided consultation and training to schools, colleges and universities, governmental agencies, and corporations, assisting them in developing, implementing, and refining their threat management services. He has provided consultation on a broad range of cases, helping organizations to implement integrated case management strategies. He has also been an invited presenter for numerous national and international professional organizations.

In 2008, Dr. Deisinger (along with principal co-author Dr. Marisa Randazzo) published *The Handbook for Campus Threat Assessment & Management Teams*, a practical resource designed specifically for institutions of higher education. The *Handbook* has been recognized as exemplifying best practices for implementing and operating campus threat assessment and management teams.

Dr. Deisinger currently serves as a subject matter expert and trainer for the Campus Threat Assessment Training initiative for institutions of higher education, a program offered through the US Department of Justice, Office of Community Oriented Policing Services. In 2009, Dr. Deisinger was appointed as a Fellow of the US Department of Education's Higher Education Center for Alcohol, Drug Abuse and Violence Prevention. In 2008, Dr. Deisinger was appointed as a subject matter expert for a joint project by the US Department of Education, US Secret Service and Federal Bureau of Investigation. That project resulted in a monograph (published in April, 2010) entitled *Campus Attacks: Targeted Violence Affecting Institutions of Higher Education*.

Dr. Deisinger has provided operational support and training for several local, state, and federal law enforcement agencies. From 2002-2009, he served as a Special Deputy United States Marshal with the Joint Terrorism Task Force of the US Federal Bureau of Investigation. In 2009, in response to the tragedy at Fort Hood, Dr. Deisinger was requested to assist the Department of the Army in enhancing force protection and threat management capabilities.

CONTACT INFORMATION

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