



## LOUISIANA SCHOOL SAFETY INITIATIVE



# Louisiana Statewide K-12 Behavioral Threat Assessment and Management (BTAM)

## Presenters:

**Janice Ihaza, Statewide School Safety Policy Planner  
Louisiana State Police**

**Jeffrey R. Cugno, CEO & Founders  
SOS Global Consulting, Inc.  
Deisinger Consulting Group**

**July 11, 2024**



## LOUISIANA SCHOOL SAFETY INITIATIVE



# Agenda

## Louisiana Statewide K-12 Behavioral Threat Assessment and Management (BTAM) Prevention Plan and Overview

## Developing Behavioral Threat Assessment and Teams



## LOUISIANA SCHOOL SAFETY INITIATIVE



# BTAM Prevention Plan Goals and Objectives

**To Create a Statewide K-12 Behavioral Threat Assessment and Management (BTAM), Prevention Plan Tool**

**Establish BTAM Procedures, Guidelines and Processes**

**Establish a Central Reporting Mechanism**

**Establish a Statewide Training Program**



## LOUISIANA SCHOOL SAFETY INITIATIVE

# Louisiana Statewide K-12 (BTAM) Prevention Plan Development

### 2023 LSSI Behavioral Threat Assessment, Mental Health, and Grants Survey

- To identify parishes that are using a BTAM tool and those that are not.
- To help determine training needs for BTAM.
- To collect mental health resources across the state.
- To help identify other grants available statewide

### **263 RESPONDED TO THE SURVEY / 2800 Email Addresses**

The survey went out to all schools (K-12, public, non-public, charter and private), including but not limited to:

- School Related Associations Stakeholders and Partners
- Resource Officers
- Mental Health Stakeholder
- LDOE, LDH, OPH Partners
- LSSI Email Directory
- Head of Catholic Schools



# LOUISIANA SCHOOL SAFETY INITIATIVE

Q1: Does your school/school system use B.T.A.M. Tool?	Yes 43% No 43% N/A 13%
Q2: Is your school/school system Interested in using a BTAM Tool?	Yes 64% No 7% N/A 29%
Q3: What Behavioral Threat Assessment Tool/resource are you familiar with?	30% Identified (4) BTAM tools 70% None
Q4: What Behavioral Threat Assessment Data Report System (Software) are you familiar with?	22 Data Systems were identified 90% None
Q5: Would you be interested in participating in a Behavioral Threat Assessment Work Group?	Yes 67% No 33%
Q6: Would you be interested in attending a Statewide Behavioral Threat Assessment/ Mental Health Prevention Training?	Yes 87% No 13%
Q7: Provide a list of Mental Health Resources that your school, school system or agency use, and/or provide?	73% Provided a list of mental health resources form across the state.  27% None
Q8: Provide a list of Grants that your school, school system or agency use and/or provide.	25% Provided a list of grant resources.  75% None
Q9: Would you be interested in joining a Statewide School Safety listserv?	Yes 73% No 27%



## LOUISIANA SCHOOL SAFETY INITIATIVE



# Louisiana Statewide K-12 (BTAM) Prevention Plan Development Research

- Nationwide BTAM research was conducted to identify best practices and evidence-based BTAM methodologies/tools.
- Nationwide BTAM experts and professionals were consulted with ongoing collaboration.
- Multi-state BTAM tool comparison research was completed.
- Statewide K-12 (on selected school parish), BTAM tool audit was completed.



## LOUISIANA SCHOOL SAFETY INITIATIVE



# Statewide K-12 Behavioral Threat Assessment and Management (BTAM) Prevention Tool Advisory Group

Governor's Office of Homeland Security & Emergency Preparedness	LA School Counselor Association
Information Technology (IT) Representative	LA School Psychological Association
LA Association of Child Welfare and Attendance	LA Youth Advisory Council
LA Association of School Social Workers	Law Enforcement
LA Behavioral Health Advisory Council	Pupil Appraisal Representative
LA Department of Education	Training Representative
LDH/Office of Behavioral Health	Superintendent Representative
LDH/Office of Public Health	Principal Representative
LA Parent Teacher Association	Teacher Representative
LA School-Based Health Alliance	BESE Board



## LOUISIANA SCHOOL SAFETY INITIATIVE

### Statewide Mental Health Groups Resource Pool

#### School-Based Mental Health

LDH/OPH, Adolescent School Health Program School-Based Health Center  
Louisiana School Counseling Association  
Child Welfare and Attendance Association  
Louisiana School Psychological Association  
Pupil Appraisal/Mental Health Coordinator

#### Suicide

**OBH/LDH, State Suicide Prevention Coordinator**  
**OPH/LDH, Statewide Suicide Prevention Partner Collaborative Work Group**  
**Baton Rouge Crisis Intervention Center**  
**Louisiana/Mississippi Chapters American Foundation for Suicide Prevention**

#### Human Trafficking

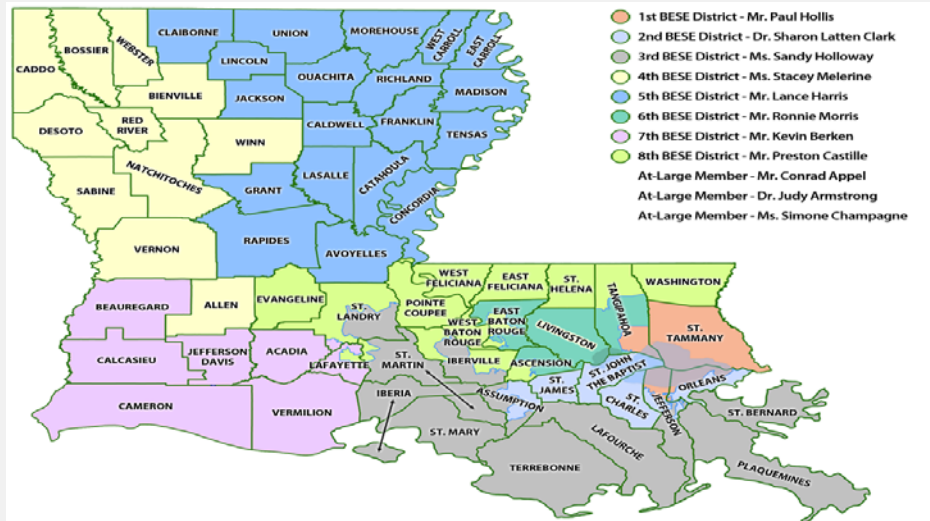
**LSP/Fusion Center, Investigative Specialist on Human Trafficking**  
**Governor's Office of Human Trafficking**  
**Sexual Trauma Awareness & Response (STAR)**





# LOUISIANA SCHOOL SAFETY INITIATIVE

## Statewide BTAM Implementation LDOE Funding Approved 2024 BTAM District / Regional Training





# LOUISIANA SCHOOL SAFETY INITIATIVE



## Louisiana State Police School Safety Initiative



## LOUISIANA STATEWIDE K-12

BEHAVIORAL THREAT ASSESSMENT AND MANAGEMENT (BTAM)  
PREVENTION DISTRICT/REGIONAL TRAINING

IN PARTNERSHIP WITH THE  
LOUISIANA ASSOCIATION OF PRINCIPALS

### ACKNOWLEDGEMENTS

Louisiana Department of Education

Louisiana Association of Principals

Louisiana Association of  
School Superintendents

Governor's Office of Homeland  
Security and Emergency Preparedness

Louisiana Center for Safe Schools

Louisiana Statewide K-12  
Behavioral Threat Assessment  
and Management (BTAM)  
Prevention Plan Advisory Group

Deisinger Consulting Group

Lunch will be provided to all  
Foundational BTAM  
Training Sessions by: EDgear

Certificate of Attendance  
will be provided

For more information contact:  
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Statewide School Safety  
Policy Planner  
Louisiana State Police  
Email: [Janice.Ihaza@la.gov](mailto:Janice.Ihaza@la.gov)  
Phone: 225-241-2810



## SAVE THE DATE

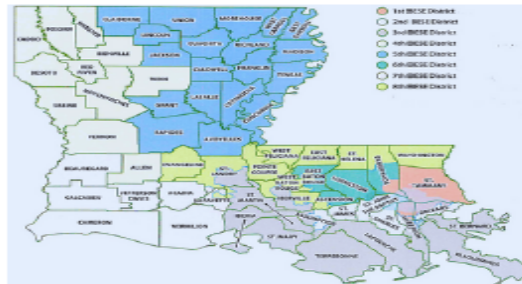
### Foundational BTAM Training Sessions

May 13 - 14, 2024	BESE District 4	Bossier Parish
May 16 - 17, 2024	BESE District 5	Rapides Parish
June 10 - 11, 2024	BESE District 8	East Baton Rouge Parish
June 13-14, 2024	BESE District 6	Tangipahoa Parish
July 18 -19, 2024	BESE District 1&2	St. John The Baptist Parish
July 22 - 23, 2024	BESE District 7	Jefferson Davis Parish
July 25 - 26, 2024	BESE District 3	Terrebonne Parish



### BTAM Train-the-Trainer/Facilitator Training Sessions

Statewide Training  
Louisiana State Police Headquarters Baton Rouge, LA  
August 26-27, 2024  
August 29-30, 2024  
September 5-6, 2024



You may attend a training session that  
is nearest to your parish.



## LOUISIANA SCHOOL SAFETY INITIATIVE



# Statewide BTAM Implementation

- Deisinger Consulting Group / Training
- Tangipahoa Parish School System (TPSS) / School BTAM Pilot Program
- USA Software / Statewide Threat Analytics
- Statewide Stakeholders and Partnerships
- BTAM Policy and Legislation

**The BTAM Prevention Tool will be recommended for all  
Louisiana schools K-12 schools**



## LOUISIANA SCHOOL SAFETY INITIATIVE



# School Safety Act

- [ACT 334](#) of the 2023 Regular Legislative Session.
- Creation of the Center for Safe Schools within GOHSEP by [12/1/2023](#)
- Implement a statewide [panic emergency notification system](#) as well as an [anonymous reporting system](#), by [4/1/24](#).
- Provides for bleeding control kits to be placed in all schools and training.
- **Requires a district threat assessment team be created and provides they have input on the creation and revision of school crisis management and response plans.**
- Provides that at least one school safety drill be conducted during high traffic points during the school day.
- Requires in-service crisis management and response training including an active shooter scenario.
- Bill lead by the Louisiana Legislative Youth Advisory Council and Senator Milligan.



## LOUISIANA SCHOOL SAFETY INITIATIVE



# Team Membership: Louisiana

(RS 17:416.16 A.(1)(b)) School crisis management and response plans:

(b) "**District threat assessment team**" shall mean a team established by each governing authority of public elementary and secondary schools.

- local school superintendent;
- the principal of each school;
- a person with responsibility over the school facilities;
- a mental health professional employed by the governing authority, or, if the governing authority has no such employee, a mental health professional selected by the local school superintendent;
- any school resource officer employed by the governing authority;
- any Junior Reserve Officer Training Corps instructor employed by the governing authority;
- and the emergency preparedness and recovery point of contact.



Source: <https://www.legis.la.gov/legis/Law.aspx?d=81032>

# BEHAVIORAL THREAT ASSESSMENT & MANAGEMENT IN A SCHOOL SETTING:

## A Systematic Approach to Identifying, Assessing, & Managing Concerning or Threatening Behavior

Training Developed and Provided by:

**Gene Deisinger, PhD**

CEO & Founder



**Jeff Cugno, MS**

CEO & Founder

SPHERES OF SAFETY



GLOBAL CONSULTING

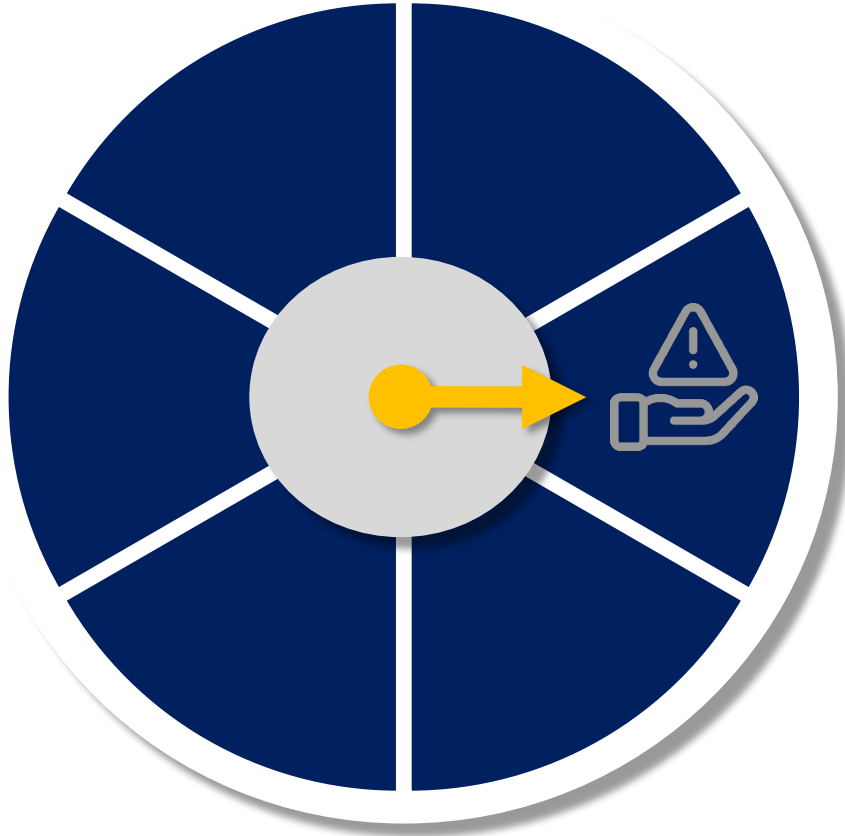
2024 Louisiana School  
Safety Summit  
July 11, 2024





# JEFFREY R. CUGNO

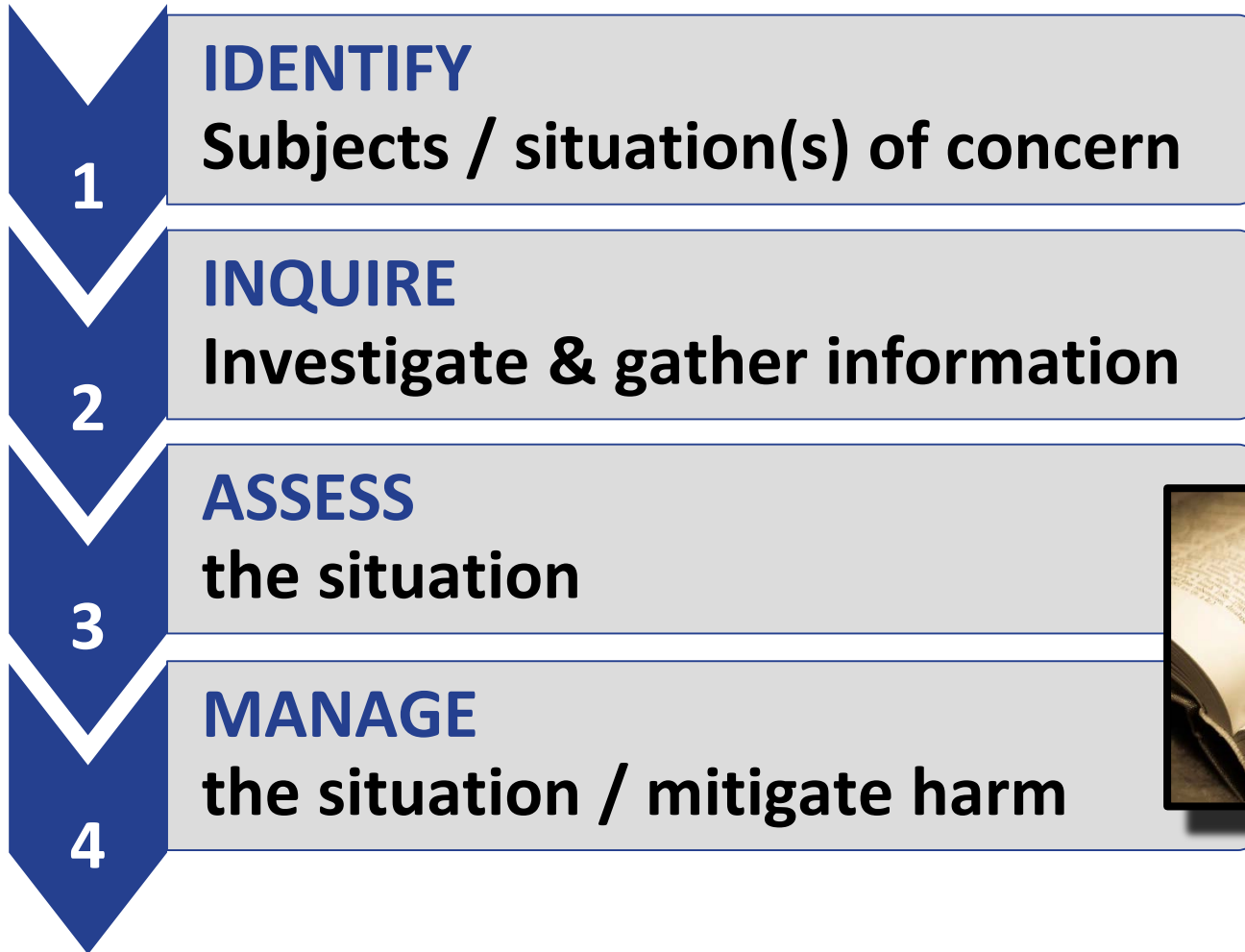




OVERVIEW OF  
BEHAVIORAL  
THREAT  
ASSESSMENT  
AND  
MANAGEMENT



# What is Threat Assessment & Management?



# Concerning or Aberrant Behavior

## Concerning Behavior:

- **Behaviors or communications that cause concern for:**
  - The health, safety, or well-being of the subject
  - Their impact on the health, safety, or well-being of others, or
  - Both

## Aberrant Behavior:

- Behaviors or communications that are unusual or atypical for the person or situation, and that cause concern for the health, safety or well-being of the subject, others, or both.

For further consideration:



- Do all aberrant or atypical behaviors cause concern?
- Do various groups in the community view behaviors differently?

# What is a Threat?

Is a concerning behavior  
OR communication that:

- Indicates an individual may pose a danger to the safety or well-being of the school community:
  - through acts of violence OR
  - other behavior that would cause harm to self or others

May be expressed or  
communicated:

- Behaviorally
- Orally
- Visually
- In writing
- Electronically
- or
- Through any other means

Is considered a threat  
regardless of whether:

- Observed by or communicated directly to the target
- or
- Observed by or communicated to a third party
- or
- Whether the target is aware of the threat

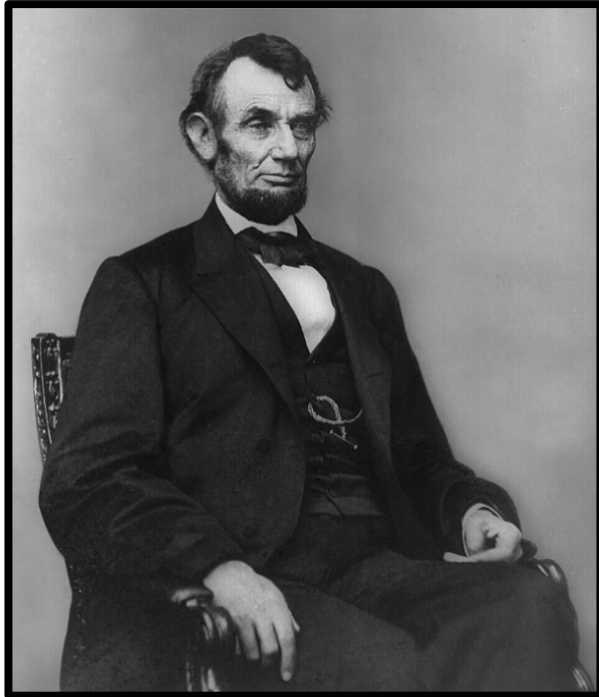


# Threat Assessment & Management **Goal**



**Support and enhance  
the health, safety, and  
well-being of the school  
community.**

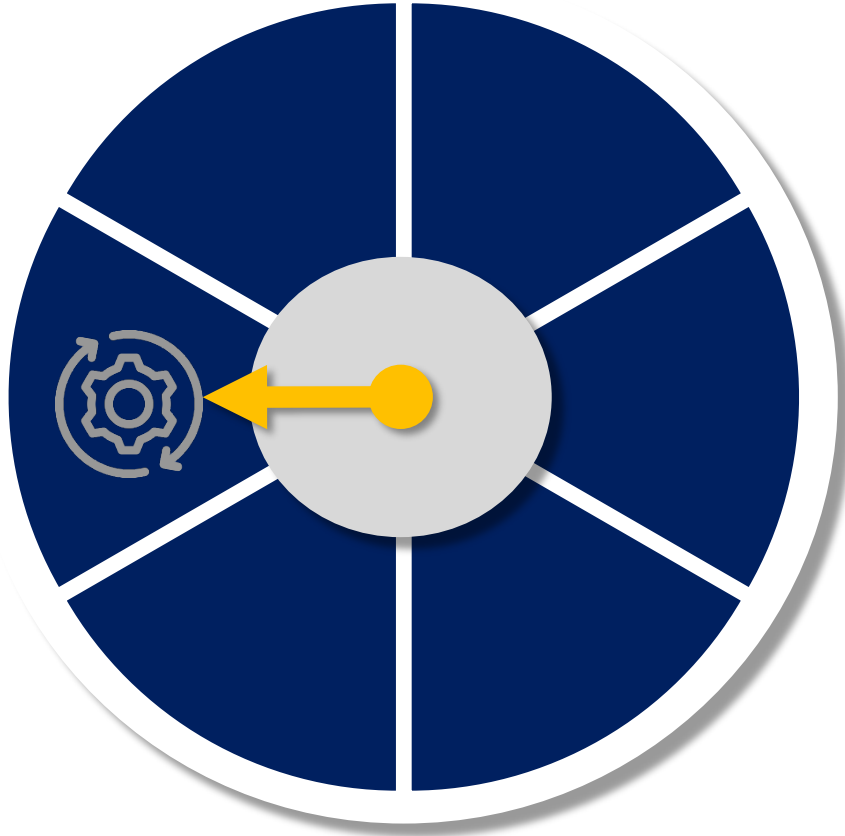
# The Principles of Threat Management



The best way to  
predict your future  
is to create it.

- Abraham Lincoln

- Threat assessment & management is about **prevention**, not prediction
- Threat assessment and management is a **helping** process, rather than punitive or adversarial



ESSENTIAL  
ELEMENTS OF AN  
EFFECTIVE  
THREAT  
ASSESSMENT &  
MANAGEMENT  
PROCESS

# Essential Elements of an Effective BTAM Process

## Organizations must have a systematic process that:

- Utilizes a robust & relevant multi-disciplinary approach to address all threats;
- Enables coordinated & early awareness of developing concerns through active community engagement;
- Facilitates a thorough & contextual assessment;
- Implements proactive & integrated case management;
- Monitors & re-assesses case on a longitudinal basis;
- Conducts all practices in accordance with relevant laws, policies, and standards of practice;
- Continuously improves & adapts to challenges & needs.

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# BTAM is a Systematic Process



**Utilizes a robust & relevant multi-disciplinary approach to address all threats**

© Deisinger (1998); Deisinger & Nolan (2021)



# Multi-Disciplinary TAM Process

## Goals:

- Increase awareness of developing concerns/threats
- Maximize skills and resources to address concerns
- Enhance ability to monitor outcomes
- Enhance community healthy, safety & well-being
- Enhance:
  - Communication
  - Collaboration
  - Coordination
  - Capitalization

*By far the most valuable prevention strategy identified was the threat assessment and management team*  
(FBI (2017) Making Prevention a Reality)

© G. Deisinger, C. Cychosz, L. Jaeger (1993/1995)

# Team Membership: Louisiana

Per (RS 17:416.16 A.(1)(b)) School crisis management and response plans:

(b) "**District threat assessment team**" shall mean a team established by each governing authority of public elementary and secondary schools.

The Team shall include:

- The local school superintendent;
- The principal of each school;
- A person with responsibility over the school facilities;
- A mental health professional employed by the governing authority, or, if the governing authority has no such employee, a mental health professional selected by the local school superintendent;
- Any school resource officer employed by the governing authority;
- Any Junior Reserve Officer Training Corps instructor employed by the governing authority; and
- The emergency preparedness and recovery point of contact.

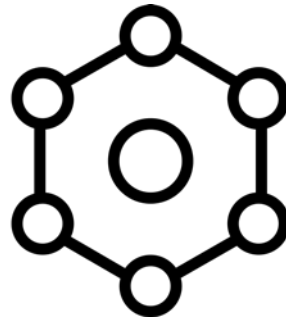


Source: <https://www.legis.la.gov/legis/Law.aspx?d=81032>

# Establishing a BTAM Team

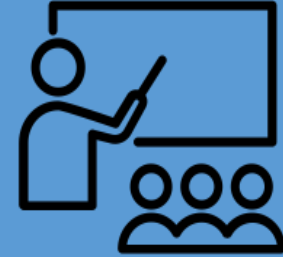


- Purpose
- Scope
- Functions &
- Authority



- Membership (Core & Ad-Hoc)
- Leadership
- Support

© G. Deisinger, Ph.D. (1995)



- Member roles, responsibilities & resources
- Behavioral threat assessment & management process
- Consulting/Reporting options & methods

# Scope: All Concerns/Threats

**Address all concerning/threatening behavior by:**

- Students
- Staff
- Indirectly affiliated
  - Parents/Guardians/Family members
  - Interpersonal relations
  - Vendors/Contractors
- Non-affiliated subjects

## Considerations:



- What challenges do you see in addressing subjects who may have no, or limited, connection to the school community?

# BTAM is a Systematic Process



**Enables coordinated & early awareness of developing concerns through active community engagement**

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# Coordinated & Early Awareness

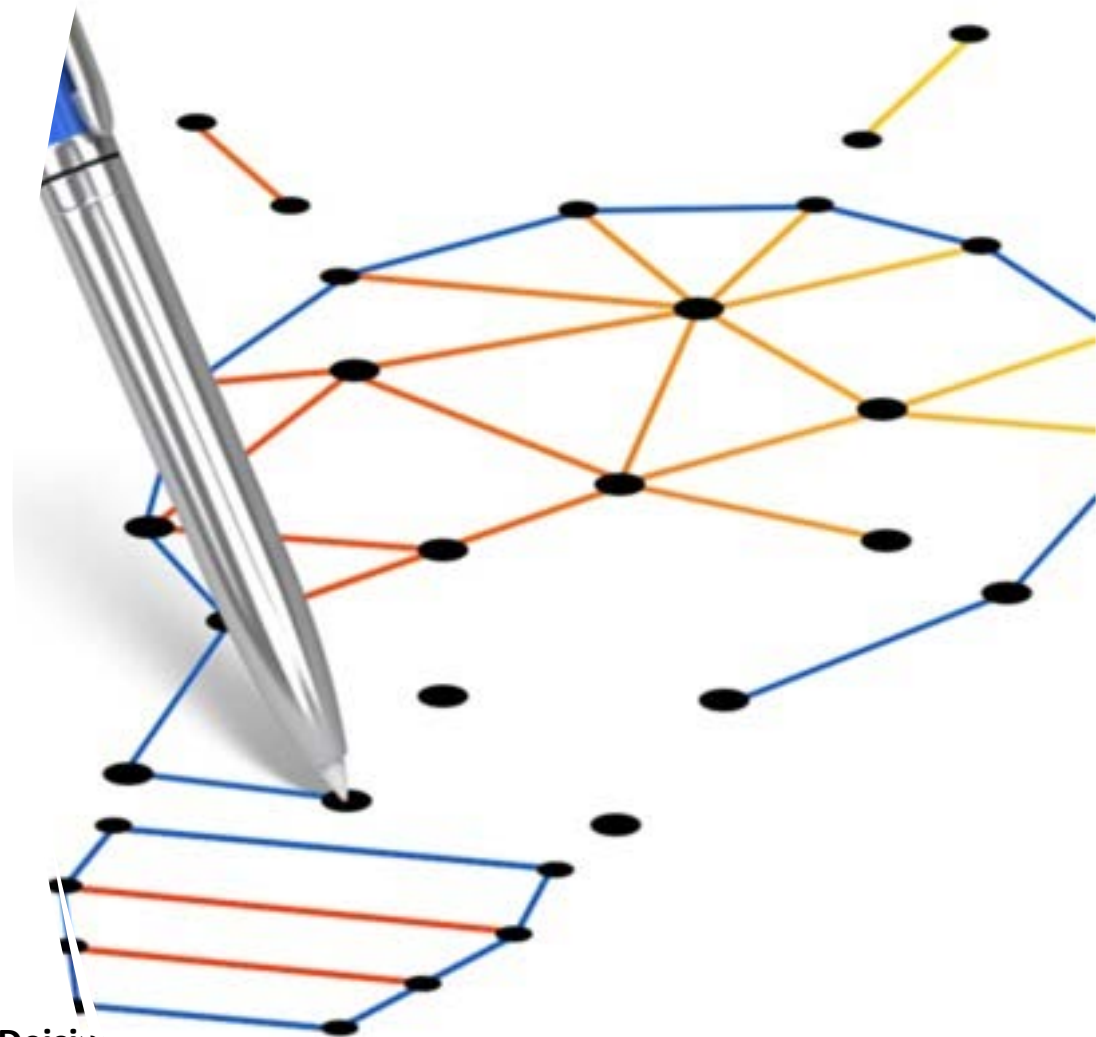


# Connecting the Dots

**You can't  
connect the  
dots.....**

**If you don't  
collect the dots.**

**Rich Wilson**



# Facilitating Engagement / Reporting

- Clear and trusted reporting mechanisms
  - Confidential
  - Anonymous
  - Anonymous with reach back
- Acknowledgement of report
- Support engagement





# Facilitating Engagement / Reporting



## Safe Schools Louisiana App

ANDROID APP ON Google play

Available on the App Store



Safe Schools Louisiana Website: <https://safeschoolsla.com/sitemenu.aspx?ID=5010&>



# Inquire / Gather Information

Review relevant records based on lawful and ethical access to information, such as:

Prior threat assessment team contacts

Law enforcement or security contacts at organization and in the community

Work performance history

Presence of known problems, grievances, or losses



Critical involvement with mental health or social services

Online searches: internet, social media, email, etc.

Current or historical grievances that may be related to the behavior of concern

Disciplinary or personnel actions





# Comprehensive Threat Assessment & Management

**Targeted Violence  
is the product of an  
interaction among  
multiple domains**



**Deisinger (1996);  
Deisinger & Nolan (2021)**

# BTAM is a Systematic Process



**Implements  
proactive &  
integrated case  
management plans**

© Deisinger (1998); Deisinger & Nolan (2021)

# Develop a Case Management Plan

**Develop an individualized, contextually-relevant, plan based on inquiry and assessment.**

- Plan is contextually relevant and situationally specific
- Accountability is critical
  - Assign tasks/interventions to specific person
  - Set deadline
  - Set monitoring plan
- Consider the STEP Domains
- Rapport and engagement matter
  - Consider personalities, backgrounds and skills
  - Consider use of trusted sources



Source: Deisinger (1996); Deisinger and Nolan (2021)



# BTAM is a Systematic Process

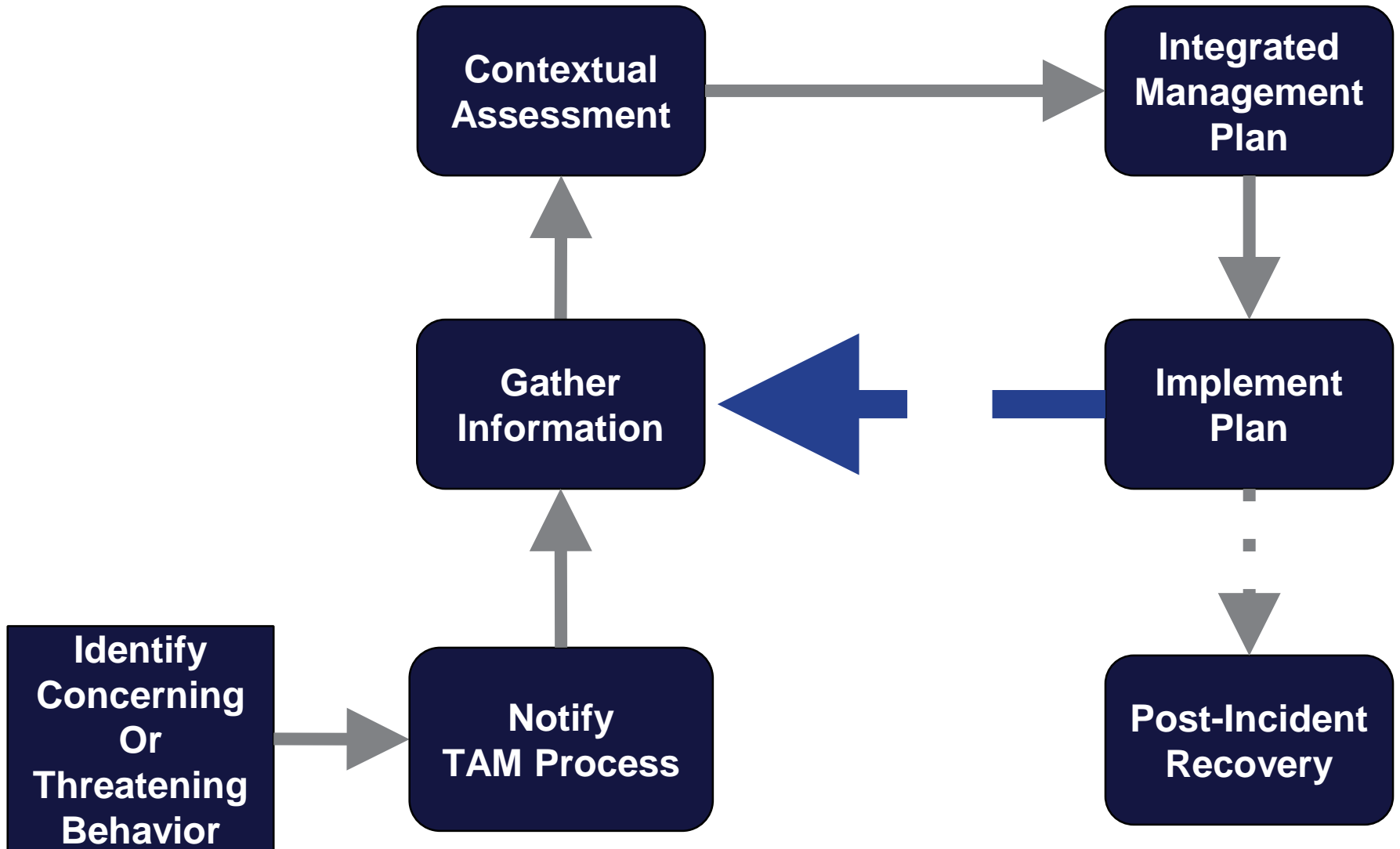


**Monitors &  
re-assesses the  
situation on a  
longitudinal basis**

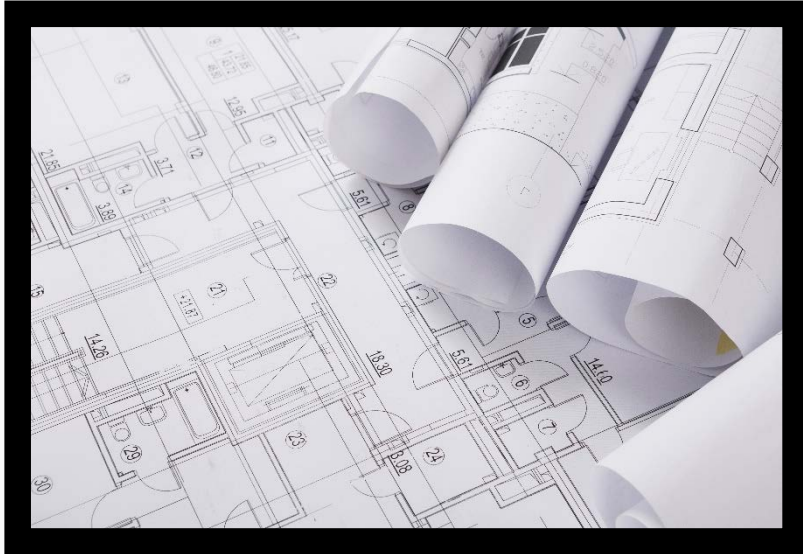
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# Threat Assessment Process



# BTAM is a Systematic Process



**Conducts all practices  
in accordance with  
relevant laws  
policies, and  
standards of practice**

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# What Laws, Regulations, Rules May Apply?

- Constitutional issues
- Civil Rights
- Federal & State Healthcare Privacy Laws
- Federal & State Disability Laws
- Federal & State Employment Laws
- Federal & State Employee Privacy Laws
- Federal/State Intelligence/Fusion Center Privacy Policies
- State Threat Assessment Laws, Regulations, and Standards
- Record-Keeping & Open Records Laws
- Standards of Practice / Tort Law
- Organizational Policies

# Information Sharing: FERPA

- Is not an impediment to effective threat assessment and management.
- Protects educational records, not observations, verbal communications, direct personal knowledge, etc.
- Allows sharing with:
  - School officials with legitimate educational interest
  - Other educational settings for enrollment or transfer
  - Outside of school to protect health or safety
- Does not permit a private right of action.

# Information Sharing: FERPA

## Key Resources:

- [Information Sharing Guide for Institutions of Higher Education](#)
  - Virginia Department of Criminal Justice Services (2021)
- [Family Educational Rights and Privacy Act Regulations](#)
  - 34 C.F.R. Part 99 (amended 2022)
- [Addressing Emergencies on Campus](#)
  - U.S. Department of Education (June 2011)
- [School Resource Officers, School Law Enforcement Units, and the Family Educational Rights and Privacy Act \(FERPA\)](#)
  - U.S. Department of Education (2019)
- [A Quick Guide to Information Sharing During Threat Reporting & Assessment](#)
  - National Center for School Safety

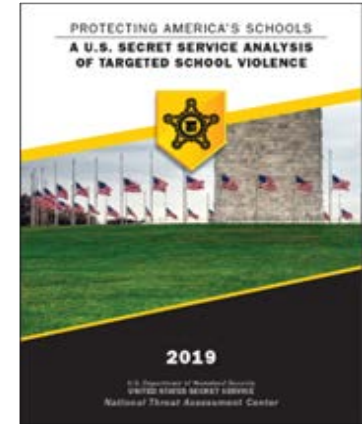
# Informed by Research & Practice



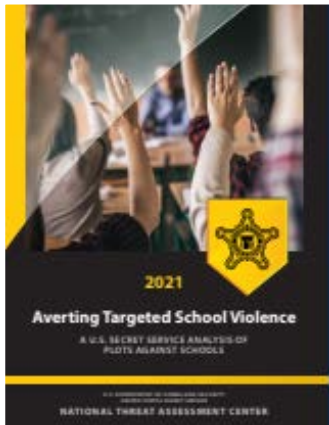
[Safe School Initiative](#)  
(USSS & US DOE, 2002)



[A Study of Pre-Attack Behaviors of Active Shooters 2000-2013](#) (FBI, 2018)



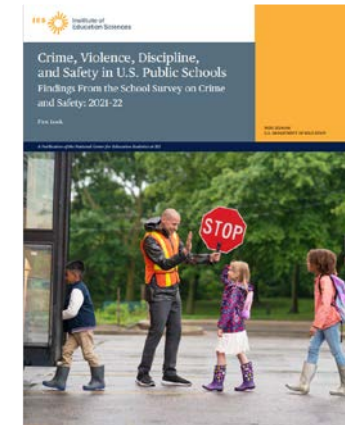
[Protecting America's Schools](#)  
(USSS, 2019)



[Averting Targeted School Violence](#)  
(USSS, 2021)



[Indicators of School Crime and Safety](#)  
(US DOE, 2022)



[Crime, Violence, Discipline, & Safety in U.S. Public Schools](#) (US DOE, 2022).

# BTAM is a Systematic Process



**Continuously  
improves & adapts  
to challenges &  
needs**

© Deisinger (1998); Deisinger & Nolan (2021)



# Overcoming the Silo Effect

**Communication and Coordination are Critical!**

## Multiple processes that manage cases:

- Student Assistance / CARE Team
- Suicide Prevention Team
- Threat Assessment
- Sexual Harassment / Title IX
- Domestic Violence / Dating Violence / Stalking
- Insider Threat
- Dignitary Protection

## Mind the Gap!

- Clarify mission/roles
- Shared membership
- Regular communication
- Integrated planning
- Designated authority and responsibility

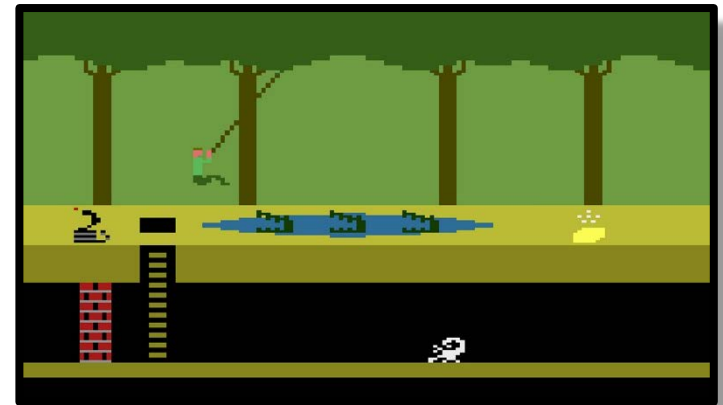
Source: Deisinger (2015); Deisinger & Nolan (2021)



# Common Pitfalls

## Undue rush to sever connection with subject of concern

- Separation may:
  - Decrease opportunities to monitor situation
  - Decrease resources available to mitigate risk
  - Exacerbate rather than minimize threat
- Case-by-case evaluation must be done, balancing pros and cons of separation vs. continued engagement
- Anticipate separation as potential precipitating event and have plan to monitor/intervene.



Source: Deisinger (1996);  
Deisinger & Nolan (2021)

# Continuing Process Development

## Prepare Foundations:

- Review/integrate existing mechanisms & resources
- Implement/enhance structure & process
  - Authority/legitimacy
- Enhance community awareness & engagement
- Train key stakeholders in process
- Build collaborative relationships
- Implement systematized process:
  - Reporting
  - Screening/Triage
  - Operational Guidelines
  - BTAM Casework
  - Ongoing Process Review / Continuous Improvement

(See resource: **Self & Team Assessment Worksheet**)

# Q & A



# Contact Information:

**JEFFREY R. CUGNO**

**CEO & Founder**

SPHERES OF SAFETY



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