



Office of
Emergency
Services

Warren County

Domestic Terrorism Prevention Plan

A Guide to the Threat
Assessment &
Management Team

THIS DISASTER MANUAL REPRESENTS GENERAL GUIDELINES, WHICH CAN BE MODIFIED BY EMERGENCY PERSONNEL AS APPROPRIATE. THIS PLAN DOES NOT CREATE ANY RIGHT OR DUTY THAT IS ENFORCEABLE IN A COURT OF LAW.



HANDLING INSTRUCTIONS

The title of this document is the Domestic Terrorism Prevent Plan (DTPP). Warren County has designated the County DTPP as For Official Use Only (FOUO). This document should be safeguarded, managed, transmitted, and stored in accordance with appropriate directives. Reproduction of this document, in whole or in part, without prior approval from the Warren County Office of Emergency is prohibited.

Requests for interpretation of this document, suggestions for changes, and requests for additional copies should be addressed to the **Warren County Office of Emergency Services**:

Name: Ann Marie Mason
Title: Director, Office of Emergency Services
Office: 518-321-7875
Email: masona@warrencountyny.gov

Name: Ashley Rivers
Title: Deputy Director, Office of Emergency Services
Office: 518-761-6490
Email: riversa@warrencountyny.gov



PLAN REVISIONS

Date	Type	Name
11/2022	DTPP Developed and Adopted <i>Resolution 131 of 2023</i>	Warren Co. Office Emergency Services
4/2024	Plan updated to address the New York State Office of Counter Terrorism Domestic Terrorism Prevention Plan Guidance (May 2024)	Warren Co. Office Emergency Services



TABLE OF CONTENTS

HANDLING INSTRUCTIONS.....	1
PLAN REVISIONS	2
TABLE OF CONTENTS	3
INTRODUCTION.....	5
Purpose.....	5
Scope.....	5
Policy and Authorities	6
JURISDICTIONAL OVERVIEW	7
County Overview.....	7
Notable Infrastructure and Industry.....	7
Current Threat Environment	10
Assessing Ongoing Threats.....	11
Situation.....	11
Planning Assumptions	12
ESTABLISHING, ORGANIZING, AND MAINTAINING WWC-TACT	13
WWC-TACT Co-Leads	13
WWC-TACT Organization	13
WWC-TACT Committee Member & Participating Member Agency Agreement.....	14
Roles and Responsibilities	14
Committee Members and PMAs	14
Onboarding of Committee Members and PMAs.....	15
WWC-TACT Schedule and Ad-Hoc Meetings	15
INTELLIGENCE AND INFORMATION SHARING	16
Threat Reporting Process.....	16
Managing a Threat.....	18
PUBLIC OUTREACH.....	19
Public Training and Proactive Measures	19
TRAINING AND EXERCISES	21
Certification/Accreditation.....	21
Exercises.....	21
Annual Tabletop Exercise	21
AFTER-ACTION REPORTING	22
TARGET IDENTIFICATION, VULNERABILITY ASSESSMENTS, AND TARGET HARDENING.....	23
Mass Gathering and Special Event Planning.....	23



Securing Communities Against Hate Crimes (SCAHC) Program or Nonprofit Security Grant Program (NSGP).....23

RELATED PLAN DEVELOPMENT24

PLAN MAINTENANCE25

Appendices

APPENDIX A: WARREN-WASHINGTON COUNTY THREAT ASSESSMENT COORDINATION TEAM MISSION STATEMENT26

APPENDIX B: WWC-TACT STAKEHOLDERS.....27

APPENDIX C: ACRONYMS.....28

APPENDIX D: DEFINITIONS AND TERMS.....29

APPENDIX E: RELATED TRAINING AND DELIVERY RECORD31

APPENDIX G: WWC-TACT COMMITTEE MEMBER & PARTICIPATING MEMBER AGENCY AGREEMENT36



INTRODUCTION

On May 14th, 2022, a Tops Friendly Market in an East Side neighborhood in Buffalo, New York, became the target location of a domestic terrorist who targeted Black Americans. The perpetrator was motivated by a conspiracy-driven, white supremacist ideology and killed 10 people and injured three during the shooting. In response to this incident, Governor Kathy Hochul signed Executive Order 18 (EO 18) titled “Preventing and Responding to Domestic Terrorism” on May 18th, 2022. In accordance with EO 18, county jurisdictions throughout the state must develop and maintain a Domestic Terrorism Prevention Plan that identifies and confronts threats of domestic terrorism. The threats of domestic terrorism and the need for domestic preparedness now extend beyond foreign actors.

Warren County, Washington County, and other key community stakeholders developed the Warren-Washington County Threat Assessment Coordination Team (WWC-TACT) to address targeted violence prevention. WWC-TACT is a Threat Assessment and Management team (TAM) coordinated between the Washington County Department of Public Safety, Washington County Sheriff’s Office, Warren County Office of Emergency Services, and Warren County Sheriff’s Office. The team's main goal is to advise on mitigating threats in Warren and Washington counties. The team will collaborate with government and community stakeholders with vast and various expertise that are beneficial to the entire team's success. The combined agency resources will work to identify, assess, and manage potentially planned incidents of domestic terrorism or targeted violence.



While this plan was initiated by EO 18, it is continuously revised and updated to maintain relevance in an ever-changing threat environment. The primary coordinating agency for this report is the Warren County Office of Emergency Services.

Purpose

This Domestic Terrorism Prevention Plan details actions taken to mitigate or potentially prevent an act of terrorism or targeted violence. It identifies key stakeholders, details their roles in the mitigation efforts, and strengthens stakeholder coordination.

The Domestic Terrorism Prevention Plan is updated with the 2024 New York State Office of Counter Terrorism Domestic Terrorism Prevention Plan Guidance and details the efforts taken since the plan was submitted to the State in 2022 prior to the Board of Supervisors approval. The Plan was approved on March 13, 2023, Resolution 131. The plan also outlines the progress of the WWC-TACT.

Scope

As the national threat level from terrorism continues to evolve, Warren County and Washington County must continually prepare, adapt, and change to ensure the safety of residents and visitors. This Domestic Terrorism Prevention Plan is intended to provide guidance that:



- Applies to the threat of domestic terrorism or targeted violence in Warren County
- Outlines stakeholder roles and responsibilities before, during, and after a threat.
- Serves as a foundation for other terrorism response plans.
- Recognizes that emergencies are initially dealt with at the local level; however, in the event that an act or a credible threat emerges that exceeds local response, state and federal resources will likely be required.

Policy and Authorities

- New York State Governor's Executive Order #18 of 2022
- New York State, Executive Law, Article 2B, "State and Local Natural and Man-Made Disaster Preparedness"
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, As Amended, 42 U.S.C. 5121,
- Homeland Security Presidential Directive #5 February 28, 2003
- Presidential Policy Directive #8 April 13, 2011
- Health Insurance Portability and Accountability Act (HIPAA)
- Family Educational Rights and Privacy Act (FERPA)



JURISDICTIONAL OVERVIEW

County Overview

Warren County is in the northeastern part of New York and borders Washington County and Lake George to the east, Essex County to the north, Hamilton County to the northwest and west, and Saratoga County to the south.

Warren County has a population of 65,737 (2020 census) and covers an 862-square-mile mountainous area. It contains 11 towns, one village, and one city. The County's population roughly doubles during the peak season, special seasons, and events.

Nestled in the southeastern corner of the Adirondack Park, Warren County offers a unique blend of natural beauty, recreational opportunities, and a vibrant local culture. The landscapes range from pristine lakes and dense forests to bustling, charming towns and villages. Lake George anchors the region and attracts visitors with its crystal-clear waters, scenic cruises, and historical sites.



Tourism provides the County with outdoor activities throughout the year, which greatly fluctuates the County's population, especially during the summer months. Hiking, camping, and fishing dominate the warmer months; while skiing and snowmobiling drive the winter months. Warren County is also home to Six Flags Great Escape theme park and Six Flags Hurricane Harbor amusement and water park.

Warren County is served by nine (9) public school districts and one (1) community college, which is part of the State University of New York (SUNY) system.

Notable Infrastructure and Industry

Notable Infrastructure

Warren County has several notable infrastructure features that, if targeted, could significantly disrupt the larger Warren County community, including:

- **Transportation**

- Interstate 87 directly connects New York City to Montreal, Canada
- United States Route 9
- Several New York State Routes (8, 9N, 28)
- Bridges
 - Adirondack Northway (Interstate 87) Bridges
 - Middleton Bridge
 - Rte. 418 Bridge (Warrensburg/Thurman)
 - Cooper's Cave Bridge (Glenn Falls)
- **Floyd Bennett Memorial Airport (GFL)**, located 3 miles northeast of downtown Glens Falls in the Town of Queensbury
- Bus service
 - Capital District Transit Authority¹ - Northway Xpress

- **Energy**

¹ www.cdta.org



- National Grid
- **Water**
 - Lake George
 - High-Hazard Dams
 - Wilkie Reservoir Dam (in-county)
 - Garnet Lake Dam (in-county)
 - Butler Storage Reservoir Dam (in-county)
 - Feeder Dam at Glens Falls (in-county)
 - Loon Lake Dam (in-county)
 - Edgecomb Pond Dam (in-county)
 - Keenan Reservoir Dam (in-county)
 - Glens Falls Development (out-of-county)
 - Great Sacandaga Lake (out-of-county)
 - Indian Lake Dam (out-of-county)
 - E.J. West (out-of-county)
 - Stewarts Bridge (out-of-county)
 - Sherman Island Development (out-of-county)
 - Several Water Treatment Facilities
- **Healthcare and Public Health**
 - **Glens Falls Hospital:** 100 Park Street, Glens Falls, NY

Notable Industries

Warren County's economy historically and significantly relied on the region's natural resources. The county has a diversified employment sector is experiencing economic growth through various industries, including financial services, tourism, entertainment, healthcare, and manufacturing. These notable industries create thousands of jobs for residents, cultivate community development, and contribute to overall economic stability. Domestic terrorism can hinder economic stability and reduce the growth of employment in communities. Additionally, following a domestic terrorism incident, some businesses recover slowly while others do not recover at all. It is important to consider the vast industries across the County when planning for domestic terrorism prevention.

Professional Service

Warren County has several professional service industries. Over a thousand employees are employed by banking and insurance companies, including Travelers Insurance, Change, and Glens Falls National Bank. The County also includes media information services and several legal and accounting firms.

Tourism, Special Events, and Entertainment

Warren County's greatest economic driver is tourism. With a popular theme park, natural wonders like Lake George, and the surrounding terrain, visitors are attracted to its year-round scenic beauty, recreational activities, and historical significance. Warren County's tourism contributes almost \$630 million dollars annually and supports approximately 9,000 jobs while generating \$306 million in labor income.¹ Major tourism within the county includes The Sagamore, Six Flags Great Escape, and Gore Mountain. If targeted, the County's local economy could face significant loss as local hotels, resorts, restaurants, shops, and entertainment venues that rely heavily on tourism would



be impacted.

Lake George is a hub for festivals, concerts, and sporting competitions. Annually, the Adirondack Balloon Festival draws crowds from across the region with a spectacular display of colorful hot air balloons. It is the largest hot air balloon festival on the East Coast. It is hosted in September near Lake George and can attract crowds between 20,000 and 30,000 people. During the same month, Lake George also hosts one of the largest car shows in the Northeast, the Adirondack Nationals Car Show. The car show brings thousands of classic car enthusiasts and hundreds of classic cars.

During early October, Warren County is home to the “World’s Largest Garage Sale” during the Warrensburg Garage Sale. This huge flea market, craft fair, food fest, and community-wide garage sale line the main street and draw thousands of shoppers to over 500 vendors.

In May, the Lake George area hosts a massive multi-day motorcycle touring rally that attracts tens of thousands of riders and enthusiasts nationwide. The event transforms the region into a hub of motorcycle activity, with riders exploring the scenic roads of the Adirondacks and surrounding areas. Along with factory demo rides, there is a large expo with vendors and a wide variety of entertainment options.

Warren County hosts several large summer camps in the region and boasts a rich summer camping tradition, offering children and teens a diverse range of experiences. Word of Life Youth Camps have multiple locations along Lake George and offer a blend of outdoor activities, strong community, and spiritual growth through faith-based programming.

Located in downtown Glens Falls, the Cool Insuring Arena is the region’s hub for sports and entertainment. The arena is home to the Adirondack Thunder, East Coast Hockey League (ECHL) Hockey affiliate of the National Hockey League (NHL) New Jersey Devils. Additionally, the 4,774-seat arena hosts the Adirondack Stampede Charity Rodeo and many other concerts and shows throughout the year.

Whether it is an arena that hosts hundreds to thousands of spectators or a special event on Lake George that attracts 30,000 people, these locations are vulnerable to domestic terrorism and violence.

Healthcare and Public Health

The southern Adirondack region relies heavily on Glens Falls Hospital and Hudson Headwaters as the major healthcare providers. Glens Falls Hospital is Warren County’s largest employer, with approximately 2,800 jobs and several hundred ancillary jobs dependent on providing healthcare services to the North Country. Hudson Headwaters is the largest medical provider in the rural region, mainly caring for the medically underserved.

Manufacturing

Warren County’s manufacturing industry has a long history of paper manufacturing and mining garnet and abrasive products. Finch Paper is the county's lead employer of pulp and paper. These industries utilize the region’s natural resources and contribute to the county's economy.

The County also has a high concentration of medical device manufacturing. Companies, including BD Becton Dickinson, Angio Dynamics, and Medline Industries, employ over 2,500 employees in Warren County across several businesses. Due to the County’s large percentage of the world’s



catheter products, it earned the nickname as “Catheter Valley.”

Current Threat Environment

A constantly evolving nature of global and domestic threats necessitates continuous monitoring and an adaptation of security measures or responses. Warren County faces the potential for various forms of terroristic or violent acts. These include a significant attack on transportation infrastructure, cyber-attacks, active shooter incidents or large-scale assaults using readily available means, improvised explosive devices (IED) or vehicle-borne improvised explosive devices (VBIED), vehicle ramming incidents, complex coordinated attacks, and unmanned aircraft systems (UAS).

Threat Type	Potential Location of Threat	Likelihood of Occurrence (Unlikely, Occasional)	Estimated Impact on Public Health and Safety (Limited, Moderate, Major)	Estimated Impact on Property (Limited, Moderate, Major)
Major Transportation Incident	Interstate or other NYS/local routes	Unlikely	Limited	Major
Cyber Attack	Computer systems	Likely	Moderate	Limited
Active shooter	Events, schools	Unlikely	Major	Moderate
IED/VBIED	Events, venues	Unlikely	Major	Major
Vehicle Ramming Attack	Outdoor events	Occasional	Major	Limited
UAS	Outdoor events	Occasional	Moderate	Limited

Militia Movements and Extremist Organizations.

Warren County contains rural areas that could be susceptible to militia movements that oppose federal government control or enforce anti-government ideologies. This could manifest itself in the form of sovereign citizen movements – which reject government authority and may refuse to pay taxes or comply with various laws. White supremacy groups can also be more active in other rural areas, including parts of upstate New York. While it is difficult to know the extent of recruitment and propaganda activities from extremist organizations advocating racial or religious hatred, it can be a concern for law enforcement and the current threat environment.

Racially or Ethically Motivated Violent (RMVE) and Anti- Government or Anti-Authority Violent Extremists (AGAAVEs).

While there are national trends of domestic violence extremism (DVE), Racially or Ethnically Motivated Violent Extremists (RMVE), and Anti-Government or Anti-Authority Violent Extremists (AGAAVEs) pose significant threats, especially with the volatile climate of the political landscape across the country. Nationally, lone actors or small cells can be radicalized by extreme ideology online and use readily accessible weapons as their primary means of attack. These individuals often harbor a mix of social, political, ideological, and personal grievances or may even suffer from various forms of mental illness.



Lone Actor Threats.

Although Warren County has not experienced widely publicized DVE incidents, it is not immune to the broader trends. The potential for small grounds or lone actors to exist within the County poses a constant threat. Given the rural nature of the area, law enforcement and other resources face challenges in identifying and disrupting such individuals, especially those who operate in isolation.

Assessing Ongoing Threats.

Warren County maintains an ongoing threat assessment of its current environment through the County Emergency Preparedness Assessment (CEPA). CEPA evaluates potential threats to local schools, critical infrastructure, tourist destinations, large gatherings, places of worship, and public and private buildings. The County implemented its threat assessment and management (TAM) team, branded as the Warren-Washington Counties Threat Analysis and Coordination Team (WWC-TACT), in 2023. The team brings together key stakeholders from emergency management; state, county, and local law enforcement; mental health officials; hospital and health center representatives; school and higher education representatives; the local and state court systems; children and family services; along with faith-based organizations within the two Counties. The WWC-TACT continuously monitors cases with its multidisciplinary groups. This team evaluates and develops strategies to mitigate individuals who may pose a threat of targeted violence to their communities through inter-county collaboration with Washington County.

It is difficult to definitively assess the specific DVE threat landscape within Warren County without timely access to law enforcement intelligence and information sharing. While there has been no known specific DVE activity within the County, the potential remains due to the numerous “soft targets” and opportunities that exist throughout the year.

The New York State Intelligence Center (NYSIC) plays a crucial role in assisting Warren County with understanding its specific threat environment. Collaboration between the Warren County Sheriff’s Office, the Glen Falls Police Department, the NYSIC, and federal agencies will remain essential for monitoring potential DVE activity and mitigating threats.

Situation

- 1) Acts of violence and terrorism can occur with or without warning and with or without threats.
- 2) Violent actor(s)/terrorist(s) can choose targets, their timeline, and their method of attack(s).
- 3) Advance knowledge of such attacks may or may not be discovered prior to an attack.
- 4) The government and the public sector must remain vigilant about recognizing and reporting suspicious activity and/or potential indicators of violence and terrorism.
- 5) Violent actors/terrorist (s) take action to satisfy their own or others' perceived motives.
- 6) Domestic terrorism threats continue to evolve as society evolves in the Nation.
- 7) Threats relative to domestic terrorism do not identify solely with foreign terrorist organization (FTO) ideologies or homegrown violent extremists (HVE) ideologies alone.
- 8) The U.S. Department of Justice and the U.S. Intelligence Agencies have identified DVEs as an increasing threat to the homeland.
- 9) DVE may have a broad array of motivations for threat and action, including, but not limited to, anti-government extremists (AGE), racially and ethnically motivated violent extremists (REMVE), and militia violent extremists (MVE),



- 10) Threats and acts of domestic terrorism continue to be on the rise across the State and the nation.
- 11) Federal law dictates that all acts of terrorism, planned or executed, are subject to Federal jurisdiction.
- 12) Federal law assigns the primary authority to the Federal Government for the prevention of and response to acts of terrorism; State and local governments provide assistance as required.

Planning Assumptions

- 1) Acts of domestic violence and terrorism may or may not be preceded by a warning or a threat and may at first appear to be an “ordinary” incident.
- 2) Acts of violence and terrorism may involve bombings, shootings, edged weapons assault, vehicle ramming, vehicle-borne assault, arson and incendiary device assaults, weapons of mass destruction (chemical, biological, radiological, nuclear, and/or explosives, kidnapping, and/or hostage-taking, sabotage, cyber-attack / threats, and other causes.
- 3) Acts of violence and terrorism attacks may be directed at population centers, critical infrastructure, key resources, government facilities, places of worship, schools, or other buildings or facilities that conduct operations that go against the actors’ principals or ideals, have a perceived reason of grievance, different beliefs, or another causative factor.
- 4) Acts of violence and terrorism may be directed towards or perpetrated in areas of dense population to provide a “casualty-rich” environment and/or a “high profile” impact for the perpetrator.
- 5) Acts of violence and terrorism may be perpetrated by individuals (lone offenders) or groups.
- 6) Acts of violence and terrorism are typically predatory, premeditated, planned and rarely impulsive or impromptu.
- 7) Acts of violence or terrorism typically develop over an escalation pathway, which starts with a real or perceived grievance. If followed, the escalation pathway may allow for recognition, prevention, and/or mitigation before an actual attack.
- 8) Recognition and reporting of a real or perceived threat of violence or terrorism is essential to domestic violence and terrorism prevention.
- 9) An effective threat assessment and evaluation program may afford local officials, organizations, industries, and the public a mechanism to identify, evaluate, and potentially disrupt the escalation pathway.
- 10) An effective threat assessment and evaluation program must be diverse, multidisciplinary, and representative of the “whole community” to which it serves. It must also involve agencies and organizations that can manage a credible threat and, to the extent possible, identify, redirect, divert, or interdict the escalation pathway prior to an attack's execution.
- 11) The WWC-TACT will integrate and share relevant TC information (within the confines of appropriate legal authorities and information-sharing policies) with existing organization-specific (e.g., Higher education or school system teams) or other facility-based threat assessment teams (TAM) as needed and appropriate to the threat evaluation and threat mitigation.



ESTABLISHING, ORGANIZING, AND MAINTAINING WWC-TACT

Warren County and Washington County established and developed a combined TAM Team named the **Warren-Washington County Threat Assessment Coordination Team (WWC-TACT)**. The multidisciplinary team is comprised of key stakeholders, including county emergency management, state, county, and local law enforcement agencies, mental health officials, hospital and health center representatives, school/higher education representatives, the local and state court system, children and family services, and faith-based organizations.

WWC-TACT Co-Leads

The WWC-TACT provides an ongoing opportunity for Warren and Washington counties to combine resources to address threats that exist within their communities or that could impact each other. The WWC-TACT is co-led by:

- **Director of Warren County's Office of Emergency Services**
- **Deputy Director of Washington County's Department of Public Safety**

The complete list of WWC-TACT Stakeholders is included in **Appendix B** of this plan.

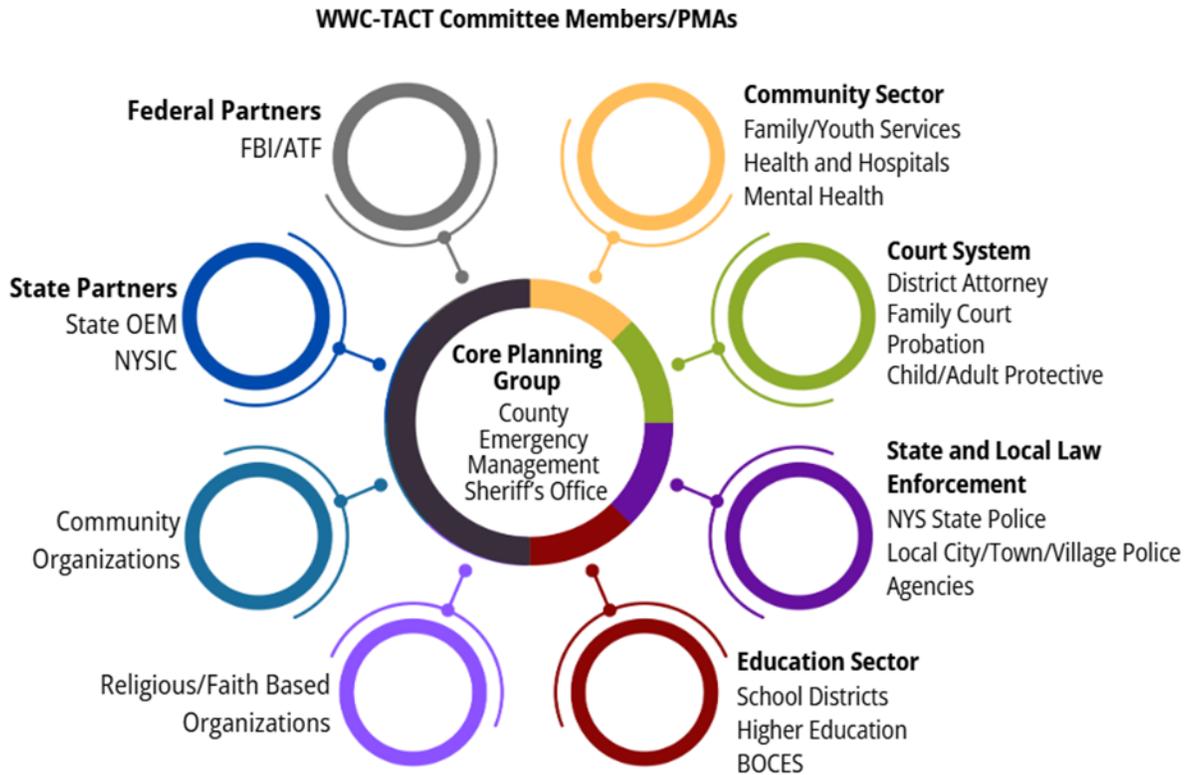
WWC-TACT Organization

The WWC-TACT comprises select representatives from Participating Member Agencies (PMA). The WWC-TACT acts as a central clearinghouse of information flow specific to situations, herein referred to as Threat Cases (TC), where the risk of violence is assessed to be imminent and/or a cluster of risk factors and warning behaviors commonly associated with elevated risks for targeted violence are present.

Warren County and Washington County will leverage a "hub-and-spoke" (see Figure 1) concept in further defining and establishing threat assessment and management strategies and the efforts relative to this planning initiative. The core advisory groups identified shall act as the "hub," and their network of "like mission" agencies and organizations (partners) will fill gaps as the "spokes." This allows both counties to have access to a rich network of subject-matter experts to fulfill the essential functions of domestic terrorism prevention together.



Figure 1 WWC-TACT Committee/PMA's Hub and Spoke Structure



WWC-TACT Committee Member & Participating Member Agency Agreement

All committee members and PMAs must have each representative complete and sign the *WWC-TACT Committee Member & Participating Member Agency Agreement* prior to engaging in any review or discussion of TCs. (copy provided for reference in **Appendix G**).

Roles and Responsibilities

- The WWC-TACT acts solely as an advisory group.
- WWC-TACT assists PMAs with developing a balanced intervention and a case management strategy for TCs presented to the committee.
- WWC-TACT cannot mandate PMAs implement or act on suggested intervention and case management strategies.
- WWC-TACT does not dictate policy or procedural change for or within PMAs.

Committee Members and PMAs

- Do not act in the capacity of traditional law enforcement task force members who have dual responsibilities to follow policies and procedures of the task force sponsoring agency and their own agency.
- Maintain their agency's standard protocols and interests and follow all rules and regulations set forth by their agency. This includes all rules related to confidentiality and the sharing of



sensitive information.

- Will comply with all federal and state laws, agency-specific policies, and confidentiality and information-sharing regulations.
- Will ensure agency representative(s) attend and satisfactorily complete a training course approved by the WWC-TACT and commit to continued training and education in the area of targeted violence threat assessment and management.

Onboarding of Committee Members and PMAs

Committee members and PMAs receive verbal orientation and onboarding, which includes an overview of the WWC-TACT's description, expectations of the team and position, and information related to confidentiality, including the Health Insurance Portability and Accountability Act (HIPAA), the Family Educational Rights and Privacy Act (FERPA), and Personally Identifiable Information (PII).

WWC-TACT Schedule and Ad-Hoc Meetings

In support of WWC-TACT's mission:

- Members will meet on a quarterly basis.
- Members will be available to the extent possible for ad hoc meetings as needed based on the urgency established by the reporting entity. Depending on the threat level, meetings can be convened within 24 hours.
- Members will participate in periodic meetings to review and assess WWC-TACT's operation and strategize ways to improve it.



INTELLIGENCE AND INFORMATION SHARING

Information sharing among stakeholders and related agencies is key to WWC-TACT's effectiveness. Threat cases are reported to WWC-TACT via an email distribution list managed by the counties. Once the level of urgency is determined, appropriate membership is convened. WWC-TACT utilizes generalized threat bulletins that are shared in person or virtually. The specifics of the threat are not shared via email.

Committee Members/PMAs will follow established information-sharing policies established in the *WWC-TACT Committee Member & Participating Member Agency Agreement*.

Committee Members/PMAs will follow their individual organizational information-sharing policies and procedures.

Integration of K-12 Schools and Higher Education

School systems and higher education facilities, the Board of Cooperative Educational Services (BOCES), and local Sheriffs School Resource Officers (SROs) maintain membership and regular communications with WWC-TACT and individual committee members/PMAs.

Threat Reporting Process

WWC-TACT intends to harness and build upon the partner agencies' existing reporting mechanisms. Threat reporting training informs stakeholders on how to report TC information to the WWC-TACT. As part of stakeholder onboarding, committee members/PMAs are required to attend the Basic Threat Evaluation and Reporting Course (B-TERC). This increases effective communication and decreases potential gaps in information sharing. As TCs are reported, they are assessed for the level of urgency.

The WWC-TACT Co-leads tracks all cases and manages information sharing across appropriate parties in a timely and efficient manner until the threat is mitigated or stabilized.

TC or other threat-based concerns can be reported via multiple channels, including but not limited to:

- Reporting through committee or PMA organization leadership
- Notify WWC-TACT by phone or email WWC-TACT@WARRENCOUNTYNY.GOV
- Contacting 911
- Anonymous tips via any of the above methods

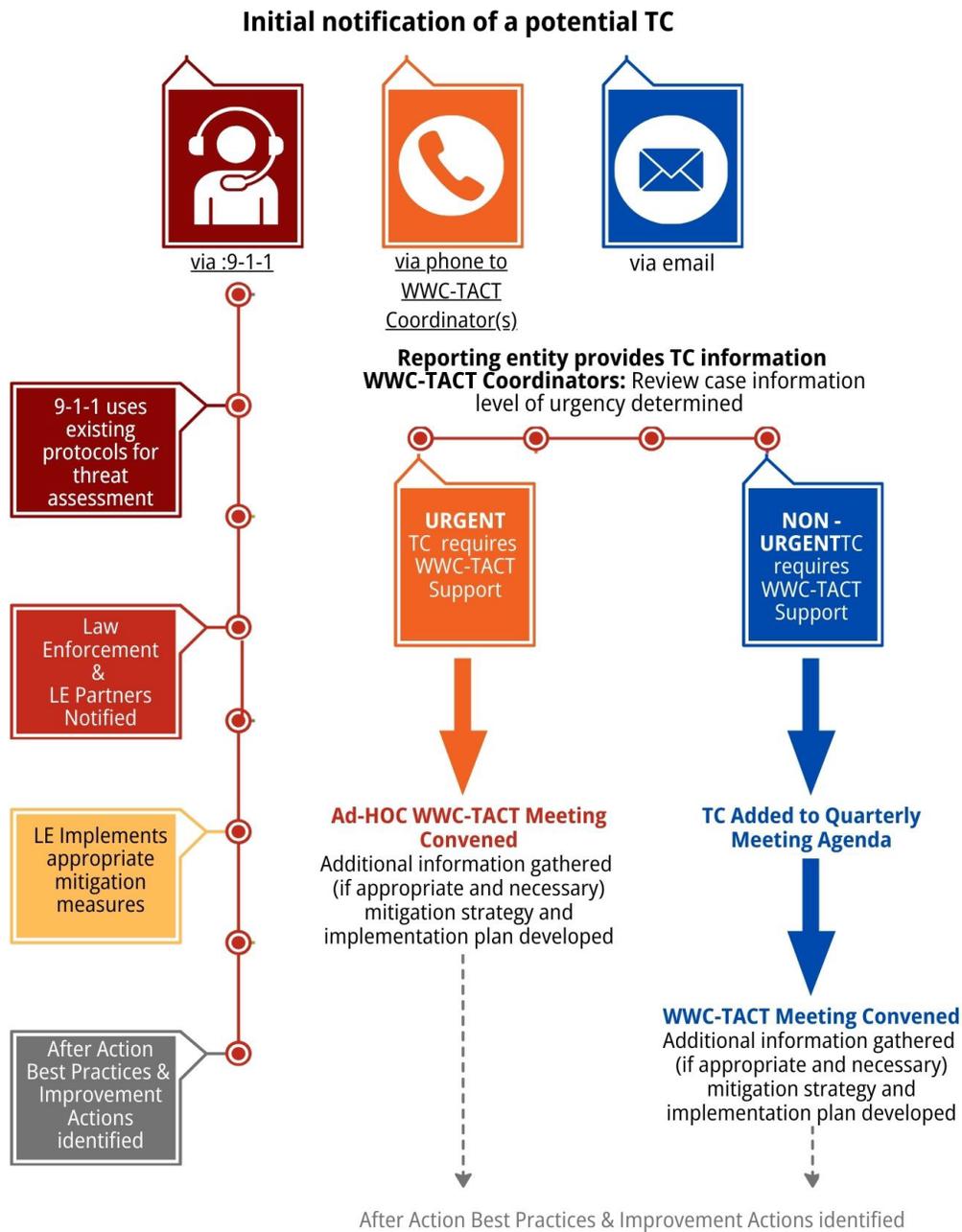
Figure 2 provides an example for TC evaluation and demonstrates how TCs will be managed and triaged to the appropriate audience.

USE OF GRANT FUNDS:

WWC-TACT Committee Members/PMAs may pursue grant-related funding opportunities to support ongoing information-sharing efforts independently of each other. If at such time any funding opportunities establish new process or guidelines, the WWC-TACT will include these as appropriate and necessary.



Figure 2: General TC Management Flow Chart





Managing a Threat

Evaluating Threats

The WWC-TACT co-leads, committee members, and PMAs use the principles of the B-TERC to support TC evaluation. TC reporting agencies or those determined to be led for evaluation for anonymous tips are ultimately responsible for facilitating case evaluation and documentation management.

Tracking and Storing Case Data

WWC-TACT coordinators maintain a referral spreadsheet on a shared security server. To maintain organization, every referral is assigned a number on the spreadsheet. The spreadsheet includes the name of the individual who submitted the referral. Additional basic information on the spreadsheet includes the subject's name, birth date, and gender.

To maintain confidentiality, the primary agency maintains further detailed notes of the referral.

Each primary agency determines the threat, manages appropriate documentation, and facilitates and conducts the threat evaluation process.

Non-Active or Non-immediate Situations

After a potential TC is reported through one of the reporting methods, it is reviewed by the WWC-TACT co-leads and disseminated to the appropriate channels. If the situation is non-immediate, the case will be a discussion point for the following WWC-TACT meeting.

Active Emergencies and Imminent Situations

During an active emergency or imminent situation, the WWC-TACT committee members and PMAs should contact 911 directly. 911 dispatch will apply their existing protocols and notify appropriate law enforcement (and other entities as the situation requires) of the threat.

Law enforcement will respond appropriately and provide situational updates to the WWC-TACT, as necessary.

Elevating Threats to State and Federal Partners

The WWC-TACT maintains relationships with federal and state partners. If needed, the WWC-TACT may escalate cases to the New York State Police (NYSP) and the Joint Terrorism Task Force. When needed or required, communication will be made to the New York State Intelligence Center (NYSIC), Federal Bureau of Investigation, Bureau of Alcohol, Tobacco, Firearms and Explosives, Drug Enforcement Administration, United States Secret Service, and other relevant homeland security and law enforcement entities.

Intervention Strategies

WWC-TACT serves as a resource for the community in order to improve targeted violence threat response protocols by providing multidisciplinary expert advice and seamless sharing of threat information across systems. WWC-TACT uses a multidisciplinary restorative approach to prevent acts of targeted violence that balances the safety needs of the public with the health and wellness needs of the person at risk for committing an act of targeted violence.



PUBLIC OUTREACH

Bystander reporting is a key element in mitigating domestic terrorism. In addition to ongoing engagement with partner agencies, the WWC-TACT integrates with local public information campaigns, community preparedness events, and direct marketing to local consumers.

The WWC-TACT supports the development and dissemination of information to support public awareness of risk factors, warning behaviors, mobilization indicators, and threat reporting channels and promotes available community resources from committee members and PMAs.

Other public engagement strategies include developing public information brochures and flyers, awareness campaigns on county-based websites, social media, and in-person presentations.

Public Training and Proactive Measures

The WWC-TACT actively promotes proactive initiatives for educating the public on how to protect themselves during situations of targeted violence or a domestic terrorism event. Proactive initiatives help decrease grievances and de-escalate potential issues. Warren and Washington Counties support and offer the following programs:

- **Crisis Intervention Team (C.I.T.) Trained Personnel** (Sheriff's Office & Mental Health personnel): The Crisis Intervention Team is a group of officers specially trained to deal with individuals suffering from mental illness or experiencing crisis in a variety of situations that specifically address the needs of the mental health community.
- **Correctional Facility Release Programs/ Programs:** Include Alcoholics Anonymous, Bible Study, the Navigator, and Able programs to assist incarcerated individuals with goal setting, interview preparation, and resume development.
- **Adirondack Peer-to-Peer Veterans Program:** serves veterans in Warren and Washington Counties who experience Post-Traumatic Stress Disorder, Traumatic Brain Injury, or other re-acclimation challenges. The program is open to all Veterans transitioning from military service to civilian life regardless of their character of discharge. With the support of local, state, and federal resources and trained peers, this program will assist with the reintegration and sustenance of personal health and wellness, with a special emphasis on veterans who are at risk of suicide and/or homelessness.
- **Bystander Reporting²:** the WWC-TACT supports bystander reporting through the implementation of its committee members and PMAs. Methods

USE OF GRANT FUNDS:

The WWC-TACT is leveraging DTPP grant funding to support public information and engagement.

² U.S. Department of Homeland Security, Cybersecurity and Infrastructure Security Agency, and U.S. Secret Service; [Improving School Safety Through Bystander Reporting: A Toolkit for Strengthening K-12 Reporting Programs](#), May 2023



for supporting reporting include, but are not limited to, the following:

- Encourage bystanders to report concerns like bullying, drug use, self-harm, suicidal thoughts, or depression to promote early intervention and improve individual support. To spur bystanders to come forward, community partners are encouraged to promote and support confidentiality or anonymity and provide multiple reporting avenues.
- Follow up on reports and be transparent about any actions taken in response.
- Share public data about the impact of their reporting program.
- Make reporting a part of daily life by, for instance, using promotional materials and special events to remind the community of their reporting options.
- Work to build a positive climate with strong relationships where individuals and staff of all backgrounds feel “secure, important, and valued.



TRAINING AND EXERCISES

Maintaining a level of awareness and training is important for the team's success. The WWC-TACT members routinely participate in domestic terrorism and/or targeted violence exercise events and awareness-level training.

Appendix E provides a detailed list of training courses. These sessions are conducted in person or through virtual and online presentations.

The WWC-TACT maintains a goal of having full membership participate in scheduled training through the FRSix contract, as well as those opportunities provided by New York State and other qualified entities (e.g., Federal agencies) as they become available. Training participation is integrated into the WWC-TACT new member onboarding process.

The following training opportunities are provided for members of the WWC-TACT:

- Elements of a Threat Assessment Program
- Threat Assessment Teams (2 sessions)
- Fundamentals of Threat Assessment
- Basic Mental Health in Threat Assessment (2 sessions)
- Behavioral Analysis & Interpretation – Day 1
- Management Strategies – Day 2
- Human Engagement Paradigm
- Site Protection through Observational Techniques (SPOT)

Certification/Accreditation

While it is not a requirement of participation or membership, WWC-TACT members are encouraged to obtain certifications or pursue accreditation from recognized behavioral threat assessment organizations (e.g., the Association of Threat Assessment Professionals and the National Association for Behavioral Intervention and Threat Assessment) as they are able and have support from their own organizations.

Exercises

Annual Tabletop Exercise

The WWC-TACT develops and delivers an annual tabletop exercise to discuss the various aspects of this plan, including TC reporting and management, integration with other organization's TAM teams and threat reporting process, as well as how notifications and communications will be implemented around the management of different types of TCs.

WWC-TACT committee members and PMAs participate in exercise opportunities either from within the span of control of the membership or as requested by the community.

The Warren County Sheriff's Office routinely participates in active shooter prevention and response exercises.

USE OF GRANT FUNDS:

The WWC-TACT used available grant funding to establish a contract with FRSix, a private vendor with qualified trainers and train-the-trainers.



AFTER-ACTION REPORTING

Following each exercise and after any real-world response, the WWC-TACT personnel will implement an after-action process.

After-action reviews will include reviewing incident objectives and actions and identifying processes, protocols, or procedures deficiencies. A collaborative process will be used to develop achievable corrective actions and improvement strategies.

Based on the information collected from the after-action review process, a full Homeland Security Exercise Evaluation Program (HSEEP) compliant after-action report (AAR) will be prepared, reviewed, and approved. The report will then be distributed to all appropriate parties. Each AAR will be accompanied by an improvement planning matrix that identifies and assigns corrective actions to the appropriate parties.



TARGET IDENTIFICATION, VULNERABILITY ASSESSMENTS, AND TARGET HARDENING

The WWC-TACT maintains general situational awareness of the efforts of its membership and different community partners (e.g., schools) and understands that these efforts are ongoing.

As appropriate, WWC-TACT may provide subject matter expertise or an objective review of members' or community partners' vulnerability assessments, mass gatherings, or special event planning.

Mass Gathering and Special Event Planning

Warren and Washington Counties prepare for mass gatherings and other special events using guidance provided in the following:

- *New York State Mass Gathering Planning Guide* (2018); developed as a collaboration between the New York State Emergency Management Association, the New York State Police, and the New York State Division of Homeland Security and Emergency Services.
- *Mass Gathering Security Planning Tool* developed by the Cybersecurity & Infrastructure Security Agency

USE OF GRANT FUNDS:

WWC-TACT Committee Members/PMA's may pursue grant-related funding opportunities to support ongoing target identification, vulnerability assessments, and target hardening independently.

Securing Communities Against Hate Crimes (SCAHC) Program or Nonprofit Security Grant Program (NSGP)

As of the date of this plan's development, the WWC-TACT is not aware of any community partners or organizations who receive funds from these resources.



RELATED PLAN DEVELOPMENT

Active Shooter Plan Development

The Warren County Sheriff's Office, along with other local law enforcement partners, maintains individual active shooter/active threat plans and procedures, and routinely trains its members in active shooter situations and scenarios.

In addition to local law enforcement planning, the Warren County Sheriff's Office provides drills, education, and outreach to local schools and businesses upon request.

School Safety Plan Development

Local schools in Warren County have an established school safety planning process and submit their school safety plans to the Office of Emergency Services and Sheriff's Office annually. A representative from various schools are WWC-TACT members annually. Depending on the school district, some schools develop their own plans while others develop their plans in coordination with the BOCES. The Warren County Office of Emergency Services participates in school planning meetings. Various schools are WWC-TACT members.

USE OF GRANT FUNDS:

Grant funding uses will all be subject of the grant funding requirements and approval of the New York State Division of Homeland Security & Emergency Services and Warren County.



PLAN MAINTENANCE

The Warren County Office of Emergency Services is responsible for maintaining and updating this Plan.

All County departments and agencies are responsible for reviewing their emergency response role and procedures annually and should provide any changes to the Office of Emergency Services annually.

To ensure the plan remains accurate, relevant, and effective in responding to domestic terrorism prevention, it will be reviewed annually and updated every two years or as needed. As the plan develops, updated versions will be presented to the Warren County Board of Supervisors for adoption prior to the implementation of future versions.



APPENDIX A: WARREN-WASHINGTON COUNTY THREAT ASSESSMENT COORDINATION TEAM MISSION STATEMENT

Warren-Washington County Threat Assessment Coordination Team (WWC-TACT) is a multi-agency coordination group made up of government and community stakeholders from Warren and Washington Counties with the combined goal of identifying, assessing, and managing potential threats of domestic terrorism and/or targeted violence through means of combined resource management, various expertise delivery and information sharing.





APPENDIX B: WWC-TACT STAKEHOLDERS

The following are WWC-TACT Committee Members and PMAs:

Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
Board of Supervisors
Cambridge-Greenwich Police Department
County Attorney’s Office
District Attorney’s Office
Family Court
Family/Youth Services
Fort Edward Police Department
Glens Falls Hospital
Granville Police Department
Hudson Falls Police Department
Hudson Headwaters Health Network
Local Town and Village Police Agencies
Mental Health – Office of Community Services
New York State Police
NYS Parole
Religious, Faith Based Leader
School Representatives (BOCES District Superintendent, 1 School Superintendent, 1 School Psychologist)
SUNY Adirondack
Warren & Washington County Veterans
Warren County Office of Emergency. Services
Warren County Probation
Warren County Public Defender’s Office
Warren County Sheriff’s Office
Washington County Alternative Sentencing / Youth Bureau
Washington County Attorney’s Office
Washington County Board of Supervisors
Washington County Department of Public Safety
Washington County Department of Social Services
Washington County District Attorney’s Office
Washington County Probation
Washington County Probation Department
Washington County Public Defender’s Office
Washington County Sheriff’s Office
Whitehall Police Department

**Additional to be added as the program progresses*



APPENDIX C: ACRONYMS

AGE	Anti-government Extremists
AGAAVE	Anti- Government or Anti-Authority Violent Extremists
ARC	American Red Cross
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
BOCES	Board of Cooperative Educational Services
CEMP	Comprehensive Emergency Management Plan
CEPA	County Emergency Preparedness Assessment
CIT	Crisis Intervention Team
DPS	Department of Public Safety
EO	Executive Order
DVE	Domestic Violence Extremism
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FERPA	Family Educational Rights and Privacy Action
FTO	Foreign Terrorist Organization
GFL	Floyd Bennet Memorial Airport (GFL is the Airport Designation)
HIPAA	Health Insurance Portability and Accountability Act
ICS	Incident Command System
IED	Improvised Explosive Devise
LE	Law Enforcement
MRAP	Mine Resistant Ambush Protected
MVE	Militia Violent Extremists
DHSES	New York State Division of Homeland Security and Emergency Services
NIMS	National Incident Management System
NWS	National Weather Service
NYSIC	New York State Intelligence Center
NYSOEM	New York State Office of Emergency Management
NYSP	New York State Police
OES	Office of Emergency Services PIO – Public Information Officer
PII	Personally Identifiable Information
PMA	Participating Member Agency
PSAP	Public Service Answering Point
RACES	Radio Amateur Civil Emergency Services WC – Washington County
RMVE	Racially or Ethically Motivated Violent
SRO	School Resource Officer
TAM	Threat Assessment and Management Team
TERC	Threat Evaluation and Reporting Course
TC	Threat Case
UAS	Unmanned Aircraft Systems
VBIED	Vehicle-born Improvised Explosive Devices
WCSSO	Washington County Sheriff’s Office
WWC-TACT	Warren-Washington County Threat Assessment Coordination Team



APPENDIX D: DEFINITIONS AND TERMS

ABORTION-RELATED VIOLENT EXTREMISM³: This threat encompasses the potentially unlawful use or threat of force or violence in furtherance of ideological agendas relating to abortion, including individuals who advocate for violence in support of either pro-life or pro-choice beliefs.

ANIMAL RIGHTS/ENVIRONMENTAL VIOLENT EXTREMISM⁴: This threat encompasses the potentially unlawful use or threat of force or violence in furtherance of ideological agendas by those seeking to end or mitigate perceived cruelty, harm, or exploitation of animals and/or the perceived exploitation or destruction of natural resources and the environment.

ANTI-GOVERNMENT OR ANTI-AUTHORITY VIOLENT EXTREMISM⁵: This threat encompasses the potentially unlawful use or threat of force or violence in furtherance of ideological agendas derived from anti-government or anti-authority sentiment, including opposition to perceived economic, social, or racial hierarchies, or perceived government overreach, negligence, or illegitimacy.

COMPLEX EMERGENCY: An emergency that is complicated by the involvement of multiple agencies or jurisdictions, by its severity, duration or required resources or by the threat actors or the nature of the target.

CRISIS: A situation that threatens public safety and security, the public's sense of tradition and values, or the integrity of government.

CRITICAL INFRASTRUCTURE: Services essential to the health, safety, security, or economic well-being of a community and the effective functioning of government.

DOMESTIC TERRORISM⁶: Domestic Terrorism is defined as activities:

- Involving acts dangerous to human life that are a violation of the criminal laws of the United States or of any State.
- Appearing to be intended to:
 - Intimidate or coerce a civilian population.
 - Influence the policy of government by intimidation or coercion; or
 - Affect the conduct of a government by mass destruction, assassination, or kidnapping; and
- Occurring primarily within the territorial jurisdiction of the United States

EXERCISE: A planned, staged implementation of a critical incident plan to evaluate processes that work and identify those needing improvement. Exercises may be classified as Orientation, Tabletop, Functional, or Full-scale and involve scenarios to respond to and resolve the assessed risks.

³ FBI, Pub. L. 116-92 – National Defense Authorization Act for Fiscal Year 2020

⁴ Ibid [2]

⁵ Ibid [2]

⁶ Ibid [1]



OTHER DOMESTIC TERRORISM THREATS⁷: This category encompasses threats involving the potentially unlawful use or threat of force or violence in furtherance of ideological agendas which are not otherwise defined under or primarily motivated by one of the other Domestic Terrorism threat categories. Such agendas could flow from, but are not limited to, a combination of personal grievances and beliefs, including those described in the other Domestic Terrorism threat categories. Some actors in this category may also carry bias related to religion, gender, or sexual orientation.

RACIALLY OR ETHNICALLY MOTIVATED VIOLENT EXTREMISM: This threat encompasses the potentially unlawful use or threat of force or violence in furtherance of ideological agendas derived from bias, often related to race or ethnicity, held by the actor against others or a given population group. Racially or Ethnically Motivated Violent Extremists purport to use both political and religious justifications to support their racially- or ethnically based ideological objectives and criminal activities.

SITUATIONAL AWARENESS: The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to prepare appropriately.

TARGETED VIOLENCE: A premeditated act of violence directed at a specific individual, group, or location, regardless of motivation and unrelated to other criminal activity.

⁷ Ibid [2]



APPENDIX E: RELATED TRAINING AND DELIVERY RECORD

Training Descriptions

The following section describes training that is sponsored and attended by the WWC-TACT committee members, PMAs and other community partners.

Elements of a Threat Assessment Program

Objective: An overview of policies, processes, and protocols organizations can adopt to help identify, assess, respond to, and mitigate threatening, intimidating, and violent behavior. Describes the implementation of prevention and intervention programs and personnel within the organization who typically become involved in these efforts.

- **Policy / Procedures / Record Keeping**
 - A working definition of “targeted violence”
 - Elements of the program
 - Documentation of incidents
 - Maintenance and confidentiality
- **Threat Assessment Team**
 - Key stakeholders
 - Roles and responsibilities
- **External Experts**
 - Professional fields
 - When to engage experts
- **Incident Management Protocols**
 - Overview of incident management process
 - Role of law enforcement
 - Post-incident recovery plan
- **Training and Certification**
 - Initial and ongoing training
 - Threat management certifications
- **High Risk Environments**
 - Conducting a needs assessment
 - Site security reviews/assessments

Threat Assessment Teams

Objective: Due to the complex and multidimensional nature of targeted violence, effective prevention, assessment, and intervention along with response strategies require a multidisciplinary approach involving the participation of multiple stakeholders within an organization.

- **Multidisciplinary**
 - Human resources, Security, Legal Counsel, Health & Safety, Union Leaders, Assistance Programs, Crisis Management, Risk Management, Business Continuity, Public Relations
- **Co-Deployment**
 - Pairing more than one discipline for response and management
- **Core and Ad-Hoc Membership**
 - Core members triage, assess, and manage all cases.
 - Ad-hoc members join teams for specific cases involving the field of expertise.
- **Responsibilities and Reporting**
 - Designates the process.
 - Adopts / enables policies.
 - Identifies/allocates sufficient resources.
 - Appointing appropriate personnel

Threat Assessment Teams – Continued Session

Objective: Continuation of the Threat Assessment Team Training; this training continues to discuss the complex and multidimensional nature of targeted violence, effective prevention, assessment, and intervention, along with response strategies, which require a multidisciplinary



approach involving the participation of multiple stakeholders within an organization.

- **New Referrals**
 - Case leader / single point of contact
 - Triage for immediate level of concern
 - Identification of needed resources
- **Process**
 - Create mission statement / objectives.
- Establish how the team will operate.
- What will initiate a new case?
- Intake process and community engagement
- **Closing Cases**
 - Uniform process for “retirement”
 - Immediate closure / retirement
 - Transferring case

Fundamentals of Threat Assessment

Objective: This training outlines the elements utilized by multidisciplinary teams in identifying concerns, triage of reports, gathering and investigating all available data points. This includes communications among the stakeholders and the legal considerations when sharing information.

- **History and Research**
 - Beginning of threat assessment
 - Qualitative / quantitative research
 - Targeted violent incidents.
- **Definitions / Defining Terms**
 - Fitness for duty vs. risk of danger
 - Bystanders / upstanders
 - Intimacy effect
 - Making a threat vs. posing a threat
- **Communication**
 - Barriers to successful engagement
 - Self-awareness
 - Information sharing
- **Legal Considerations**
 - Tarasoff / Duty to warn.
 - 1st Amendment-protected speech
- Family Educational Rights and Privacy Act (FERPA)
- Health Insurance Portability and Accountability Act (HIPPA)
- **Identification of Threats**
 - No “usual suspects”
 - Data interpretation
 - Bias
 - Triage vs. 360
- **Information Gathering**
 - Data sources
 - Relevance of data
 - Interviews
 - Records
 - Open Source
 - Social media/internet
- **Pathways to Violence**
 - Grievance, Violent Ideation, Research & Planning, Pre-Attack Preparation, Probing and Breaches, Attack

Basic Mental Health in Threat Assessment

Objective: This course explores the small but meaningful relationship between mental illness, particularly psychotic disorders, and general violence risk. Discusses co-occurring variables that can enhance or decrease risk and identifies risk factors associated with mental illness. Review legal and professional processes when collaborating and sharing information with mental health professionals.

- **Tools and Methodologies**
 - Structured Professional Judgment (SPJ)
 - Actuarial assessments
 - Usefulness
 - Continuum
 - Challenges
- **Civil Commitment**
- **Obtaining Information Regarding Mental Illness**



- HIPPA and privacy concerns
- Interviewing
- Areas to ask about.
- **Relevant Mental Health Risk Factors**
 - Developmental needs
- ACES
- Maslow
- Support systems
- Social functioning/pair bonding

Human Engagement Paradigm

Objective: This course examines ways to transform our people’s practices into opportunities to prevent and mitigate workplace threats. Bridging the gap between threat assessment and human resources is the most critical factor in reducing the threat of targeted violence and returning a subject down the Pathway to Violence; however, it is often the most overlooked and least trained. We must teach our teams how to actually interact and speak to both subjects and victims. Personal contact and engagement can either reduce or escalate the threat. These interactive scenario-based sessions focus on ways for multidisciplinary teams to collaborate and apply these tools in practice.

- **Words Matter: The Power of Words to Reduce Threats and Increase Safety**
 - Understand the neuroscience of the words we choose and why these matters in critical conversations.
 - Examine the impact of our language through a safety lens.
 - Apply word shifts to increase safety and build trust in our investigations, interviews, and lives.
- **Bridging the Gap between Security and HR – Practical Tools for Violence Prevention**
 - Strengthen the partnership between security and other disciplines (HR, legal, compliance, etc.)
 - Apply threat management concepts at every stage of the employee lifecycle, from attracting candidates (*How Not to Hire a Psychopath*) to ending the employment relationship (*How to Say Goodbye when the Stakes are High*) and all the messy parts in between.
 - Easy tips for “off-ramping” from the pathway to violence
 - Leverage organizational culture as a security force multiplier.

Behavioral Analysis & Interpretation

Objective: This training is the key factor to evaluating a concern for violence. There is no demographic profile of a targeted violent offender; thus, an objective assessment of Threat-enhancing and mitigating circumstances are the keys to evaluating concern for violence. The totality of circumstances versus singular points will drive the ultimate level of concern. Analysis and interpretation of information necessitate a holistic approach to the individual, target, situation, and setting involved.

- **Threat Enhancers**
 - Risk factors
 - Warning behaviors
 - Indicators of potential imminence
 - Triggers and stressors
- **Mitigations**
 - Persons, things, or circumstances of sufficient value to the person of concern
 - that
 - reduce the likelihood they may plan or carry out an act of targeted violence.
 - Facets of the person themselves which enhance the ability to cope with life’s trials.
 - External factors which reduce the risk of planned violence, such as in relation to the



- target or physical environment.
- **Level of Concern**
- Risk = Threat + Vulnerability
- Multitude of factors and behavioral data
- Dynamic nature of warning behaviors, changing circumstances, and effects of intervention
- **Targeting**
- Relationship to grievance
- Relationship to psychosis
- Family, loved ones, caregivers.
- **Threatening Communications**
- Anonymous communicated threats
- Analysis of threatening communications
- **Intimacy Effect**
- Degree of intimacy between a threatener and target
- “Spillover” effect
- Stalking
- **The role of social media**
- Prevalence in threat assessment
- “Echo Chamber”
- Disinhibition

Management Strategies

Objective: This course discusses management plans and how to tailor them to circumstances. Management plans should be unique in most instances and include passive and active strategies geared toward preventing violence. Threat management is about diverting the direction of interest, diminishing dangerous and concerning behaviors, and altering a trajectory toward targeted violence. This course discusses the process of continuous reassessment and modification of management strategies across a spectrum of options that affect the individual, target, location, and situation involved.

- **Management Spectrum Options**
 - Person of concern
 - Situation
 - Setting
 - Target
- **3rd Party**
 - Identifying and enlisting a reliable and discreet individual to assist
- **Active / Passive Monitoring**
 - Direct/visible techniques
 - In-direct / covert techniques
- **Administrative**
 - Strict adherence to policies that prohibit bad behavior.
- **Arrest / Prosecution**
 - Local, state, and/or federal laws, to include revocation of probation.
 - Impact on the person of concern behavior
 - Coordination and information sharing
- **Implement and Reassess**
 - Dynamic process
 - Short-term and long-term solutions
 - Reaction to management techniques
- **Role of Team Post Incident**
 - Supporting post-targeted violence event



Completed and Scheduled Training

Training	Delivery Method	Training Date(s)	Presenting Organization(s)	Target Audience	Estimated Attendance
Elements of a Threat Assessment Program	In-person	October 21, 2024	FRSix	WWC TACT	13
Threat Assessment Teams (Session 1)	Virtual	November 18, 2024	FRSix	WWC TACT	20
Threat Assessment Teams (Session 2)	Virtual	December 9, 2024	FRSix	WWC TACT	19
Fundamentals of Threat Assessment	In-person	January 13, 2025	FRSix	WWC TACT	14
Basic Mental Health in Threat Assessment (Session 1)	Virtual	February 10, 2025	FRSix	WWC TACT	17
Basic Mental Health in Threat Assessment (Session 2)	In-person	March 10, 2025	FRSix	WWC TACT	12
Human Engagement Paradigm	In-person	April 14, 2025	FRSix	WWC TACT Human Resource Professionals	14
Behavioral Analysis & Interpretation (Day 1)	In-person	May 12, 2025	FRSix	WWC TACT	<i>pending</i>
Management Strategies (Day 2)	In-person	May 13, 2025	FRSix	WWC TACT	<i>pending</i>



APPENDIX G: WWC-TACT COMMITTEE MEMBER & PARTICIPATING MEMBER AGENCY AGREEMENT

Warren-Washington County Threat Assessment Coordination Team (WWC-TACT)

Committee Member & Participating Member Agency Agreement

1. The Warren-Washington County Threat Assessment Coordination Team (WWC-TACT) is comprised of select representatives from Participating Member Agencies (PMA). The WWC-TACT acts as a central clearinghouse of information flow specific to situations, herein referred to as Threat Cases (TC), where the risk of violence is assessed to be imminent and/or a cluster of risk factors and warning behaviors commonly associated with elevated risks for targeted violence are present.
2. WWC-TACT assists PMA's with the development of balanced intervention and a case management strategy for TC's presented to the committee. The WWC-TACT acts solely as an advisory group. WWC-TACT cannot mandate PMA's implement or act on suggested intervention and case management strategies. WWC-TACT does not dictate policy or procedural change within PMA's other than requirements set forth in this PMA agreement.
3. Members of the WWC-TACT do not act in the capacity of traditional law enforcement taskforce members who have dual responsibilities to follow policies and procedures of the task force sponsoring agency and their own agency. The WWC-TACT member shall maintain the standard protocols and interests of its agency and follow all rules and regulations set forth by its agency. For example, members shall comply with matters of confidentiality and sharing of sensitive information in accordance with its agency policies.
4. WWC-TACT serves as a resource for the community in order to improve targeted violence threat response protocols by providing multidisciplinary expert advice and seamless sharing of threat information across systems. WWC-TACT uses a multidisciplinary restorative approach to prevent acts of targeted violence that balances the safety needs of the public with the health and wellness needs of the person at-risk for committing an act of targeted violence.



5. In support of WWC-TACT's mission each PMA agrees to the following:
 - a. WWC-TACT members will meet on a quarterly basis and be available for emergency WWC-TACT callouts on an as needed basis.
 - b. Executive management from PMA's will meet quarterly to assess the operation of the WWC-TACT and strategize how to improve WWC-TACT operations.
 - c. WWC-TACT members will comply with all federal and state laws, agency-specific policies and regulations relating to matters of confidentiality and information sharing.
 - d. Disclosure of confidential information lawfully shared in-furtherance of the WWC-TACT mission for purposes other than advancing public-safety or caretaking of the subject of the threat case is strictly prohibited. If disclosure is permitted, protecting the privacy interests of all involved parties should be a priority through the standard of "minimal disclosure" of information to inform intervention, case management, and protective actions. Confidential information does not include nonidentifying data collected and analyzed by WWC-TACT or its designee to inform policy and operations of WWC-TACT and advance the discipline of threat assessment through research and scholarly publication. Sharing of otherwise confidential information through WWC-TACT members' normal chains of command and on a need-to-know basis is authorized.
 - e. Public statements by PMA relating to WWC-TACT will be coordinated and agreed upon by the lead agencies of the WWC-TACT legal representatives of Warren and Washington Counties in consultation with WWC-TACT leadership.
 - f. WWC-TACT members will avoid engaging in activities that can be considered a conflict of interest that may impair objectivity or cause undue harm to interested parties.
 - g. WWC-TACT members will not seek financial gain outside their agency's compensation based solely on the member's participation in the WWC-TACT.
 - h. WWC-TACT members will not engage or assist in threat assessment investigations by unqualified persons.



- i. WWC-TACT members will insure agency representative(s) attend and satisfactorily complete a training course approved by the WWC-TACT and to commit to continued training and education in the area of targeted violence threat assessment and management. In furtherance of maintaining competencies, it is highly recommended that WWC-TACT members seek professional certification in the area of threat management and consider membership with the Association of Threat Assessment Professionals or other recommended appropriate certification.
6. All parties to this agreement acknowledge that this agreement does not preclude or preempt each of the agencies individually entering in to an agreement with one or more parties to this agreement. Such agreements shall not nullify the force and effect of this agreement. This agreement does not remove any other obligations imposed by laws to share information with other agencies.
7. Modification of this agreement shall be made only by the consent of the majority of the WWC-TACT members with the support of legal personnel from Warren and Washington Counties. Such modification will be made with the same process followed in this agreement and shall include a written document setting forth the modifications, signed by all the consenting parties.
8. This agreement shall be in effect as of the date of the agreement is signed by the parties and shall renew automatically unless otherwise modified. It is understood that any party may terminate its participation in this agreement by submitting written notice to the other parties.
9. Each member agency will have each representative complete and sign the Agreement Execution Page of this agreement prior to engaging in any review or discussion of cases. Executed agreements shall be returned to WWC-TACT leadership as soon as possible.
10. Appendix A will list all Participating Member Agencies and will be updated as needed to reflect any gained or lost members of WWC-TACT.



**Warren-Washington County Threat
Assessment Coordination Team
(WWC-TACT)
Committee Member & Participating Member Agency Agreement**

Agreement Execution Page

Participating WWC-TACT Agency Name

Agency Administrator / Department Head Printed Name

Agency Administrator / Department Head Signature

Date: _____

As the Agency Administrator for the above noted agency, I authorize the following members of the _____ to participate in the functions of the WWC-TACT, up to and including case review. Each participating member listed and signing below confirms understanding and compliance with all parts of this agreement, including to adherence of confidentiality of all WWC-TACT business.

Participating Member – Printed Name

Signature

Participating Member – Printed Name

Signature

Participating Member – Printed Name

Signature

COMPLETED / SIGNED FORMS CAN BE SCANNED / SUBMITTED TO WWC-TACT@WASHINGTONCOUNTYNY.GOV



[Agreement] Appendix A Member Agencies

The following are Participating Member Agencies (PMA) of the WCC-TACT:

- Warren County Office of Emergency Services
- Washington County Dept. of Public Safety
- Warren County Sheriff's Office
- Washington County Sheriff's Office
- Local Town and Village Police Agencies
- New York State Police
- Religious, Faith Based Leader
- Warren County Probation
- Washington County Probation
- Warren & Washington County Veterans
- Glens Falls Hospital
- New York State Police
- Mental Health – Office of Community Service
- District Attorney's Office
- Family Court
- NYS Parole
- Family/Youth Services
- County Attorney's Office
- Hudson Headwaters Health Network
- SUNY Adirondack
- Warren County Public Defender's Office
- Washington County Public Defender's Office
- Board of Supervisors
- ATF
- School Representatives from Warren & Washington Counties including BOCES

**Additional to be added as the program progresses*