

## Partnerships & Planning Checklist

### PARTNERSHIPS & PLANNING PHASE

Use the Partnerships & Planning Checklist to develop a comprehensive victim assistance plan, which can be incorporated into your community's existing emergency response plan. A victim assistance plan supports and enhances the immediate response and recovery efforts.

The effectiveness of response and recovery efforts are greatly enhanced by the establishment of victim assistance protocols in advance of an event of mass violence or terrorism. It is important to review existing local, state, and federal crisis response plans and current Incident Command System (ICS) protocols to understand which victim assistance response protocols, if any, are included in the existing plans. By reviewing existing crisis response plans, the planning committee will better understand which victim assistance protocols should be incorporated into the crisis response plan in your community. These protocols can be adapted for a range of criminal events and disasters. It is important that the protocols are adaptable to meet unforeseen, unmet, and emerging needs during the response and recovery phases.

The Partners to Consider list below is not intended to be all-inclusive; rather, this is meant as a starting point for consideration. There will likely be other partners unique to your situation.

For information about free training and technical assistance related to the Mass Violence Toolkit, contact the OVC Training and Technical Assistance Center (TTAC) at [TTAC@ovcttac.org](mailto:TTAC@ovcttac.org) or 1-866-682-8822.

Step 1	Assemble a multidisciplinary planning committee (e.g., team, cadre, advisory group, task force, working group), composed of local, state, and regional partners, to collaborate on creating and maintaining a victim assistance plan. Consider creating a small steering committee to lead the planning committee's work. Suggested steering committee members include leaders from the following fields: law enforcement, victim services, legal services (nonprofit and private sector), prosecutor's office, city government, emergency management, medical services, and education. Reevaluate members annually.  Well-established partnerships help to drive an effective response and recovery.  <i>Potential key partners to consider:</i>	Agency Responsible/Partner Name	Current Status
	<b>Local (City and County)</b>		
	Airport directors		
	Business leaders		
	City managers (city services, such as traffic control)		
	College/University representatives		

	County commissioners and city council members		
	Emergency managers/coordinators		
	Faith/Spiritual leaders		
	Financial institution representatives (e.g., brokerage firms, banks)		
	Fire, search, and rescue teams		
	Foundation/Philanthropic organization leaders		
	Funeral home directors		
	Hospital chaplaincy coordinators		
	Law enforcement officials		
	Mayoral representatives		
	Media representatives (TV, radio, print, Web)		
	Mental health specialists		
	Nonprofit organizations—local (e.g., housing, food, clothing, childcare, elder care, health care, mental health, legal assistance, transportation, crisis hot lines)		
	National/Regional nonprofit organizations—local affiliates (e.g., American Red Cross, United Way, Coordinated Assistance Network, National Center for Missing & Exploited Children, voluntary organizations active in disasters, Salvation Army)		
	Organizations serving individuals with disabilities or individuals who are deaf or hard of hearing		
	Public health officials		
	Public information officers		
	Public/Private school officials		
	Public works representatives (roads, electricity, gas, water)		
	Shipping companies (UPS, FedEx)		
	Trauma hospital administrators and social workers		
	Victim service providers (law enforcement, prosecutors, community-based organizations, other) <i>(Write in all organizations here)</i>		

	<b>State</b>		
	Adult protective services		
	Attorney general's office representatives		
	Child and family services		
	Corporation CEOs/CFOs		
	Crisis response teams		
	District attorney's office (state attorney and prosecutor's office) representatives		
	Emergency management directors		
	Governor's office representatives		
	Law enforcement officials		
	Medical examiners/Coroners		
	Crime victim compensation and assistance administrators		
	State legislators		
	Transportation services (air, mass transit, rail, bus) representatives		
	Tribal government leaders		
	Victim service providers/network (law enforcement, prosecutor, community-based organizations, other) <i>(Write in all organizations here)</i>		
	<b>Federal</b>		
	Bureau of Indian Affairs		
	Federal Bureau of Investigation (FBI) Victim Specialists		
	Federal Emergency Management Agency (FEMA)		
	Local military installations		
	Office for Victims of Crime (OVC)		
	U.S. Attorney's Office representatives (antiterrorism advisory councils)		
	U.S. Department of Homeland Security (DHS)		
	U.S. Postal Service representatives		

Step 2	<b>Identify roles and responsibilities.</b> Identify the primary agencies to lead the planning process, and ensure that the plan is incorporated into the existing city, county, and state emergency response plan.  <i>Key issues to consider:</i>	Agency Responsible/Partner Name	Current Status
	Identify the primary agency that will maintain and update the victim assistance plan in coordination with the committee. The primary agency is responsible for providing each committee member with the updated plan (electronic and hardcopy). <i>(Note: In case of a power outage, it is important to maintain hardcopies of the updated plan at all times.)</i>		
	Develop a schedule for updating and distributing the plan.		
	For each type of incident, identify the appropriate primary agencies in advance that will direct and coordinate services during the acute response phase.		
	Identify the primary agencies for the transitional phase, when the response moves from the acute phase to the recovery phase.		
	Identify the primary agency that will inform the general public—including public officials, community leaders, media, and the community at large—about the plan.		
	Define and document the roles and responsibilities of each committee member organization.		
	Primary agencies and local service providers should plan for continuing program operations during the immediate response and transitional phases of an incident. Cross training, staff sharing, and addressing secondary trauma among staff members are critical to the process of continuity planning and procedures.  See FEMA’s <a href="#">Continuity Planning &amp; Templates Web page</a> .		
Step 3	<b>Identify existing resources and resource gaps within the community.</b> Maximize your community’s available resources, and address any resource gaps by seeking out and coordinating with surrounding governments, nonprofit organizations, colleges, foundations, and private sector entities. Bring any unmet needs/unforeseen challenges to the planning committee so that your	Agency Responsible/Partner Name	Current Status

	community is able to address these issues effectively.		
	<b><i>Key issues to consider:</i></b>		
	Identify current resources available in the community (e.g., housing; transportation; health, mental health, victim, and financial services; legal assistance). State and local agencies can help identify these resources.		
	Identify potential unmet needs of victims and the resources needed to meet those needs.		
	Identify populations and geographical issues in your area that may need specialized resources if an event were to occur. Special populations to consider:		
	Children and youth		
	First responders		
	Tribal communities		
	Elder populations		
	Individuals with disabilities or individuals who are deaf or hard of hearing		
	Individuals with limited English proficiency		
	High-risk populations		
	LGBTQ populations (lesbian, gay, bisexual, transgender, queer)		
	Military veterans		
	Underserved and socially isolated populations including, but not limited to, those historically underserved due to race, socio-economic status, disability, or sexual orientation. Examples are urban high-crime communities, communities of immigrants with limited English proficiency, American Indians, persons with disabilities and who are deaf or hard of hearing; elderly, children and youth, and members of LGBTQ (lesbian, gay, bisexual, transgender, queer) populations.		
	Undocumented populations		
	Urban, rural, suburban communities		
	Culturally diverse communities		
	Other populations?		

	In the event that a hospital, military installation, law enforcement agency, or fire/rescue station is the target of an act of mass violence or terrorism, identify local, county, and state resources that could be leveraged to assist.		
	Identify possible missing resources.		
	Identify ways to address resource gaps.		
	See <a href="#">Victim Assistance: Planning and Response</a> in the Compendium of Resources (in this toolkit).		
<b>Step 4</b>	<p><b>Develop a memorandum of understanding (MOU) or memorandum of agreement (MOA) for the committee</b>, which can ensure clear expectations and sustainability over time. Community partnerships can be strengthened through formalized MOUs/MOAs. Successful partnerships need to be more than just personal. They must be institutionalized. Some agencies may not want to participate in the committee if an MOU/MOA is not in place.</p> <p><i>Key issues to consider:</i></p>	<b>Agency Responsible/Partner Name</b>	<b>Current Status</b>
	Discuss the distinctions between an MOU and MOA to assess which one is more appropriate for your committee.		
	<p>Consider including the following elements in your MOU or MOA:</p> <ul style="list-style-type: none"> <li>• Shared vision.</li> <li>• Shared objectives of the committee.</li> <li>• Roles and responsibilities of committee members.</li> <li>• Conflict resolution process.</li> </ul>		
	Consider developing additional MOUs or MOAs with law enforcement agencies and other organizations to facilitate information sharing.		
	See, e.g., a <a href="#">sample MOU</a> template (Word document), which was developed by the National Comprehensive Cancer Control Program, Centers for Disease Control and Prevention.		
<b>Step 5</b>	<b>Review existing plans and protocols</b> to understand which victim assistance response protocols, if any, are included in the existing plans. By reviewing	<b>Agency Responsible/Partner</b>	<b>Current Status</b>

	existing crisis response plans, the planning committee will better understand which victim assistance protocols should be incorporated into the crisis response plan in your community.  <i>Key issues to consider:</i>	<b>Name</b>	
	Review existing local, state, and federal crisis response plans and ICS protocols.		
	Determine which victim assistance protocols should be incorporated in your community's crisis response plan.		
<b>Step 6</b>	<b>Develop victim assistance protocols.</b> The establishment of victim assistance protocols can greatly enhance the effectiveness of response and recovery efforts. The Partnerships & Planning Checklist can assist you and your community partners in developing victim assistance protocols in advance of an incident. Protocols can serve to establish continuity and uniformity in planning for incidents of mass violence and terrorism in your community. These protocols can be adapted for a range of criminal events and disasters. It is important that the protocols are adaptable to meet unforeseen, unmet, and emerging needs during the response and recovery phases.		
	<b>Contact List Protocol</b> A contact list is critical for collecting, maintaining, and tracking contact information, resources, and roles and responsibilities for victim assistance planning committee members.  <i>Key issues to consider:</i>	<b>Agency Responsible/Partner Name</b>	<b>Current Status</b>
	Identify the primary agency to create and maintain the contact list.		
	Create a contact list template that includes contact information for committee members and their available resources.  See, e.g., <a href="#">Support Agencies Contact Information</a> , Public Health - Seattle & King County; and the <a href="#">Contact List Template</a> (in this toolkit).		
	Develop a schedule for updating and distributing the contact list on a regular basis.		

<p><b>Committee Meeting Protocol</b></p> <p>Developing a meeting protocol will ensure that committee meetings are strategic and inclusive and will help ensure timely and effective responses if an event were to occur.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
<p>Develop a structure for conducting an initial meeting, ongoing meetings, and a debriefing in the event of an act of mass violence or terrorism.</p>		
<p>If the event involves victims from multiple jurisdictions, states, or countries, the committee may need to incorporate the key state and federal government officials (e.g., U. S. Attorney’s Offices, FBI) and the state Victims of Crime Act (VOCA) administrators into the meetings and response and recovery plans.</p>		
<p>Identify a communications backup plan (e.g., texting) to be used by the committee in the event of mass power outages.</p>		
<p>Discuss and develop guiding principles for partnerships.</p> <p>See Partnership’s Guiding Principles in the <a href="#">Partnerships</a> section.</p>		
<p>Develop a conflict resolution protocol to address and resolve the potential conflicts that may naturally arise among agencies and individuals during planning, response, and recovery.</p> <p>See, e.g., OVC’s <a href="#">Making Collaboration Work: The Experiences of Denver Victim Services 2000</a>, p.9, for information on conflict resolution.</p>		
<p><b>Practice Drills and Exercises Protocol</b></p> <p>Victim service providers, victim advocates, and state VOCA administrators should be included in city, state, and regional emergency preparedness and in ICS drills and exercises when they occur.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
<p>Conduct periodic drills and exercises that test planning, preparation, and community capacities.</p>		
<p>Identify and track any potential service gaps and evaluate performance. Modify</p>		

	the plan accordingly.		
	See FEMA's <a href="#">Conducting Exercises and Drills Web page</a> .		
	<p><b>Incident Command System Protocol</b></p> <p>The ICS provides a unified command in a multiresponder emergency in which all agencies have a jurisdictional responsibility for the crisis response.</p> <p><i>Key issues to consider:</i></p>	<b>Agency Responsible/Partner Name</b>	<b>Current Status</b>
	<p>Determine the committee's role in the ICS.</p> <p>See FEMA's <a href="#">National Incident Management System Web page</a>.</p>		
	Identify an ICS victim assistance liaison who will report to the ICS commanding officer if an event were to occur.		
	Establish a process to identify possible victims and witnesses who may need to provide incident-related information to law enforcement before being referred to the Family Assistance Center (FAC).		
	<p>Depending on the nature and scope of the event, it may be necessary to identify a safe space to serve as a reunification center for families who are in search of family members and information.</p> <p><b>Examples:</b> libraries, schools, churches, fire stations, stadiums</p>		
	The victim assistance liaison will participate in regular ICS drills and exercises.		
	<p><b>Communications Protocol</b></p> <p>During and after an event of mass violence or terrorism, the Joint Information Center (JIC) will provide official information through various media (radio, TV, Web), in multilingual and multicultural formats, and, if appropriate, through alternative sources (e.g., texting, social media, online apps).</p> <p><i>Key issues to consider:</i></p>	<b>Agency Responsible/Partner Name</b>	<b>Current Status</b>
	Identify representative(s) for the JIC. The JIC conducts public information operations during emergency responses and other situations in which multiple organizations need to collaborate to provide timely, useful, and accurate information to the public and other stakeholders. JIC representatives also may		

	<p>need to correct misinformation and address rumors.</p> <p>See <a href="#">National Response Team (NRT) Joint Information Center Model: Collaborative Communications during Emergency Response</a>.</p>		
	<p>Identify a primary spokesperson based on the nature and scope of the event.</p>		
	<p>Identify representatives (public information officers) to develop and manage working relationships with media outlets.</p>		
	<p>Determine when emergency alerts may need to be activated (e.g., smart phone emergency text alert programs).</p>		
	<p>Be aware that there will be a difference in how information is communicated, depending on whether an offender is still at large, being prosecuted, or deceased.</p>		
	<p>Know whether a gag order has been issued and which information is limited (e.g., facts of case, evidence, names of victims or witnesses). Prepare an advice sheet for victims, describing how the gag order affects them and the information they may receive about the case and access to services. Post this sheet online for easy access.</p>		
	<p>Develop FAQs for victims and for the public that provide the location of the FAC and that list available victim assistance and services. Distribute the FAQs in person and post them online.</p> <p>See, for example, the <a href="#">FAQs</a> that the Massachusetts Office for Victim Assistance developed in response to the Boston Marathon bombings.</p>		
	<p>Identify potential partnerships with technology companies (e.g., AT&amp;T, Verizon, Google, Facebook, Twitter).</p>		
	<p>Create a media strategy. (Identify target audience, official sources, communication media and formats, etc.) Be aware if a gag order has been issued and how this impacts dissemination of information to the media.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Victim Media Advocacy: How to Build Positive Relations With the News Media</a></li> </ul>		

	<ul style="list-style-type: none"> <li>• <a href="#">Communicating Your Message: Media Tips &amp; Tools</a></li> <li>• <a href="#">Communication Opportunities—Keeping Victims/Survivors Updated</a></li> </ul>		
	<p>Assess the risks and opportunities related to social media. Identify key strategies for engaging social media to share information with the public during and after an event.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Social Media in Emergency Management</a>, FEMA course</li> <li>• <a href="#">Expert Round Table on Social Media and Risk Communication During Times of Crisis: Strategic Challenges and Opportunities</a></li> <li>• <a href="#">PIO [Public Information Officer] Lessons Learned From a Major Event</a> (in this toolkit)</li> </ul>		
	<p><b>Family Assistance Center Protocol</b></p> <p>A well-organized FAC is critical to supporting victims and their families. FACs allow victims streamlined access to multiple partner agencies, resources, and information. They may provide referrals to local and regional services for mental health counseling; health care and childcare; crime victim compensation; and assistance with legal matters, travel, creditors, work-related issues, financial planning, insurance benefits, IRS/tax policies, social security/disability, FEMA, and so forth. FACs should have a physical location and a Web site for online access.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
	<p>Identify potential centralized locations (e.g., church, school, municipal building) that could house the FAC in your community. (Note: Hotels have proven to be effective FAC spaces because food, lodging, and parking are easily available.)</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Mass Fatality Incident Family Assistance Operations—Recommended Strategies for Local and State Agencies</a>, National Transportation Safety Board (NTSB)/FBI</li> <li>• Attachment 1 in <a href="#">Mass Fatality Planning Management Toolkit</a>, Texas</li> </ul>		

	Department of State Health Services		
	Discuss the need for a temporary safe location for families of victims and missing persons to gather as they await information. (If there are security concerns, this location may need to be a secure facility that is only accessible to survivors and family members.) Local fire stations, churches, municipal buildings, schools, and so forth could serve as temporary reunification centers for families. Identifying this temporary safe and secure location is important because the permanent FAC location may not be ready yet.		
	Establish a process to identify possible victims and witnesses during intake who may need to provide incident-related information to law enforcement.		
	Identify the primary agency that will develop and manage the FAC's physical location.		
	Identify the primary agency that will develop and manage the FAC's online presence.		
	Develop the FAC's security plan and credentialing process.		
	Identify ways to mobilize the FAC if there are more injuries than fatalities.		
	Consider establishing a uniform statistical data collection process in coordination with the primary agencies to track outreach and services delivered. (These data may be useful when conducting needs assessments and applying for funding.)		
	Review existing emergency financial assistance applications (e.g., VOCA, United Way) to identify ways to streamline and standardize them to make it easier on victims/survivors and family members. Consider creating a single uniform application for emergency financial assistance that victims could use to apply.		
	<p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Mass Fatality Incident Family Assistance Operations—Recommended Strategies for Local and State Agencies</a>, National Transportation Safety Board (NTSB)/FBI</li> <li>• <a href="#">NTSB Training Center</a> (offers family assistance-related courses)</li> <li>• <a href="#">Managing Mass Fatalities: A Toolkit for Planning</a>, Santa Clara County Public Health Department</li> <li>• <a href="#">A Victim Assistance Guide to Planning and Responding to Critical</a></li> </ul>		

	<p><a href="#">Incidents: Toolkit for Response for Advocates in Colorado</a>, Office for Victims Programs, Division of Criminal Justice, Colorado Department of Public Safety</p> <ul style="list-style-type: none"> <li>• <a href="#">Family Interview</a> and <a href="#">Family Briefing</a> Protocols, Public Health - Seattle &amp; King County</li> </ul>		
	<p><b>Victim Identification Protocol</b></p> <p>A process needs to be developed for identifying and verifying victims and family members in coordination with the medical examiner or coroner; managing information about missing persons; releasing personal effects (cleaning and return of personal effects); and assigning case managers to provide services to victims and their families (including hospitalized victims and those who are not present).</p> <p><i>Key issues to consider:</i></p>	<b>Agency Responsible/Partner Name</b>	<b>Current Status</b>
	<p>Identify ways to leverage technology to create and manage a database that contains critical information.</p> <p>See the sample <a href="#">Victim List Template</a> (in this toolkit), which was provided by the FBI and can be adapted to fit your community's needs.</p>		
	<p>Discuss the need to identify a location for families to gather.</p>		
	<p>Develop a process for sharing information with family members about which hospitals are treating injured victims and where their loved ones are located.</p>		
	<p>Develop a process for identifying victims with direct or indirect injuries that do not require immediate medical attention, and those who witnessed but were not injured during the traumatic incident.</p>		
	<p>Develop a process for identifying and verifying victims and family members in coordination with the medical examiner/coroner.</p>		
	<p>Develop a process for managing information about missing persons.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Disaster Response Web page</a>, National Center for Missing &amp; Exploited Children</li> </ul>		

	<ul style="list-style-type: none"> <li>• Attachment 6 in <a href="#">Mass Fatality Management Planning Toolkit</a>, Texas Department of State Health Services</li> <li>• <a href="#">Developing a Missing Persons Protocol</a>, University of Nebraska Center for Human Identification</li> <li>• <a href="#">Missing Persons Protocol</a>, Public Health - Seattle &amp; King County</li> </ul>		
	<p>Develop a process for releasing (e.g., cleaning, returning) personal effects.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Personal Effects Best Practices: A Guide for Police and Public Safety Personnel</a>, NTSB</li> <li>• <a href="#">Personal Effects Release Form</a>, Public Health - Seattle &amp; King County</li> </ul>		
	<p>Develop a process for assigning victim services case managers to victims and their families (including hospitalized victims and those who are not present). The state should ensure that these victim liaisons receive the appropriate training and support to meet the comprehensive and short- and long-term needs of victims and family members.</p> <p>See <a href="#">Sample Victim Liaison Job Description</a> (in this toolkit).</p> <p>Several communities that have experienced incidents of mass violence or terrorism have developed victim liaison models. Please note: The following brief list serves only as examples, not proven best practices.</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• Navigators: Boston, Massachusetts</li> <li>• Connecticut State Trooper Family Support Liaison</li> <li>• Family Liaison Program: Aurora, Colorado</li> <li>• Companions: New York City area</li> </ul>		
	<p>Consult with legal counsel to interpret the key provisions of the <a href="#">Health Insurance Portability and Accountability Act</a> (HIPAA) and the <a href="#">Family Educational Rights and Privacy Act</a> (FERPA) as they relate to information sharing in the event of an act of mass violence or terrorism. Assess privacy issues related to information</p>		

	<p>collection and sharing. Service agencies should share victim information only to facilitate seamless and comprehensive services to meet the needs of survivors. Develop an information-sharing protocol that follows the relevant privacy laws and policies of the agencies, specifying the nature, purpose, and scope of the sharing. Discuss victim consent to determine when it is required.</p>		
	<p>Consider developing MOUs or MOAs with the appropriate organizations to facilitate information sharing:</p> <ul style="list-style-type: none"> <li>• Law enforcement mutual aid agreements.</li> <li>• Access to hospital records.</li> <li>• Access to school records.</li> <li>• Access to medical examiner and dental records.</li> <li>• Access to victims’ personal effects.</li> </ul> <p>See, e.g., a <a href="#">sample MOU</a> template (Word document), which was developed by the National Comprehensive Cancer Control Program, Centers for Disease Control and Prevention.</p>		
	<p><b>Notification Protocol</b></p> <p>A team with training in notifying family members needs to be identified to coordinate with law enforcement and faith leaders in providing information on fatalities, injuries, recovery, temporary identification, missing persons, and the release and disposition of personal effects.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
	<p>Your state’s attorney general’s office and local government prosecutors’ offices should review the existing death notification statute.</p>		
	<p>Identify a team, whose members are trained in notification, to coordinate with law enforcement and faith leaders in providing information to family members on fatalities, injuries, recovery, temporary identification, and missing persons.</p>		
	<p>Develop a process for the team to inform families once victims are positively identified by the medical examiner/coroner.</p>		
	<p>Assist with death certificates, autopsy reports and information, and other</p>		

	documentation for legal needs and benefits.		
	Review resources (financial and services) for funerals and memorial services.		
	<p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Family Concerns and Religious/ Cultural Considerations</a> in <a href="#">Managing Mass Fatalities: A Toolkit for Planning</a>, Santa Clara County Public Health Department</li> <li>• <a href="#">Principles for Communicating with Next of Kin during Medicolegal Death Investigations</a>, Scientific Working Group for Medicolegal Death Investigation</li> <li>• <a href="#">Tips from Survivors</a>, National Organization of Parents of Murdered Children</li> <li>• <a href="#">Coroner and Death Notification</a>, protocol for Jefferson County, Colorado</li> <li>• <a href="#">Delivering the News With Compassion: The GRIEVING Death Notification Protocol</a>, American College of Emergency Physicians</li> <li>• <a href="#">Official Identification Letter</a>, Public Health – Seattle &amp; King County</li> </ul>		
	<p><b>Planning and Preparedness Grants and Emergency Funding Assistance Protocol</b></p> <p>After an event, community leaders will need to identify, review, and apply for direct financial assistance for individual victims, family members, local entities (businesses and organizations), and city, county, and state jurisdictions to meet victims’ needs during recovery.</p> <p><i>Key issues to consider:</i></p>	<b>Agency Responsible/Partner Name</b>	<b>Current Status</b>
	<p>Develop a strategy for seamless delivery of emergency funding assistance to victims. State VOCA Compensation and Assistance Administrators should coordinate with all other emergency assistance providers in the state to avoid duplication of services.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">National Association of VOCA Assistance Administrators</a></li> <li>• <a href="#">National Association of Crime Victim Compensation Boards</a></li> </ul>		

	<p>Consider collaborating with grant writers to prepare federal, state, and local grant submissions. Identify the primary agency that will manage the application process in coordination with the committee. Consider developing a standard application process for local organizations to follow when applying for emergency funding from state and federal agencies.</p>		
	<p>Review best practices and develop a process for conducting a needs assessment of the event’s overall impact on the community, victims, survivors, and family members. A needs assessment identifies the needs of the community as a whole and may be critical to long-term recovery and to the success of your applications for emergency funding assistance. Review and update the needs assessment regularly to track ongoing, emerging, and unanticipated needs.</p> <p>See <a href="#">Needs Assessment Report Template</a> (in this toolkit).</p>		
	<p>Consider working with a local agency, consultant, or university skilled in conducting needs assessments to help develop a community funding strategy that is based on the specific, immediate needs of victims and their loved ones; identifies victim service responders and providers able to address those needs; and covers the provision of services over time. The initial needs assessment should be reviewed and updated on a regular basis to track ongoing, emerging, and any unanticipated needs of the community.</p>		
	<p>To ensure timely and effective responses to victims, survivors, and first responders, review existing federal, state, tribal, and local statutes to ensure you understand what is contained in the statutes. Consider amending state or local statutes to address issues such as funding or service gaps (e.g., catastrophic injury, information sharing). Federal information to review:</p> <ul style="list-style-type: none"> <li>• <a href="#">The Federal Crime Victims’ Rights Act.</a></li> </ul> <p>State information to review:</p> <ul style="list-style-type: none"> <li>• State constitutional amendments, victims’ rights statutes, court rules, administrative code and enabling statutes, which vary by state.</li> <li>• State statutes and regulations regarding contracts with mental health and other service providers, which vary by state.</li> </ul>		

	<ul style="list-style-type: none"> <li>• <a href="#">State VOCA Compensation Program Guidelines</a>.</li> <li>• State statutes and regulations regarding privacy and confidentiality laws affecting information collecting and sharing, which vary by state.</li> <li>• <a href="#">State worker’s compensation</a>.</li> <li>• The Justice For All Act.</li> <li>• State death notification statutes and local protocols, which vary by state.</li> </ul> <p>Tribal information to review:</p> <ul style="list-style-type: none"> <li>• <a href="#">Tribal Law and Order Act</a>.</li> </ul>		
	<p>Review the criteria for applying for federal planning and preparedness grants and federal emergency funding. Be mindful of application deadlines.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Antiterrorism and Emergency Assistance Program (AEAP)</a>. OVC’s AEAP provides federal funds for crisis response, consequence management, criminal justice support, crime victim compensation, and training and technical assistance in the aftermath of an incident. Individuals and foreign governments are not eligible to apply for or receive AEAP funding.</li> <li>• <a href="#">International Terrorism Victim Expense Reimbursement Program (ITVERP)</a>. OVC’s ITVERP reimburses eligible direct victims of acts of international terrorism that occur outside the United States for expenses associated with that victimization.</li> <li>• <a href="#">Bureau of Justice Assistance Grants</a></li> <li>• <a href="#">FEMA grants</a></li> <li>• U.S. Department of Health and Human Services grants</li> <li>• <a href="#">U.S. Department of Homeland Security financial assistance</a></li> <li>• <a href="#">Readiness and Emergency Management for Schools</a>, U.S. Department of Education</li> </ul>		

	<p>Identify planning and preparedness grants and emergency funding available through your local, county, or state/territory government. Consider reviewing state and federal guidelines related to declarations of a state of emergency to understand their potential impact on funding (e.g., FEMA funds). Discuss the importance of identifying emergency declarations, understanding their impact on FEMA funding, and addressing any gaps with state leaders applying for assistance.</p> <p>See the <a href="#">Emergency Declarations and Authorities</a> fact sheet produced by the Association of State and Territorial Health Officials.</p>		
	<p>Identify available planning and preparedness grants and emergency funding available through local, state, and national nonprofit organizations and corporations (e.g., United Way, Red Cross, Salvation Army).</p>		
	<p>Develop evaluation tools (with assistance from a research university or other entity with evaluation expertise) to measure the number and types of victims served and the impact of services (victims and system impact).</p>		
	<p><b>Volunteer Management Protocol</b></p> <p>A process needs to be developed for training volunteers in advance of an event and for supervising, assigning, and assisting them during the response and recovery phases. Spontaneous volunteers should also be addressed.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
	<p>Identify the primary agencies that will manage volunteers during response and recovery.</p>		
	<p>Create a process for developing and maintaining a list of mental health professionals (trained in trauma-informed crisis care) who could serve in response to an event.</p>		
	<p>Develop a credentialing process (which includes criminal background checks) for volunteers.</p>		
	<p>Develop a process for training volunteers in advance of an event and for supervising, assigning, and assisting them during the response phase.</p>		

	<p>Create a process for screening and deploying spontaneous volunteers.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">National Voluntary Organizations Active in Disaster</a></li> <li>• <a href="#">American Red Cross</a></li> </ul>		
	<p>Create a process for conducting debriefings regularly with volunteers (daily debriefings may be necessary during the immediate response phase).</p>		
	<p><b>Donation Management Protocol (Funds, Goods, and Services)</b></p> <p>Donation management is a complex process that can be managed effectively if planned for in advance of an event. Donation management and disbursement can be one of the most challenging aspects of response and recovery. Not everyone in the community will agree on the final donation management strategy, and you must keep the entire community’s needs in mind. Be aware that there may be a perceived inequity of compensation between victims of mass violence and terrorism and victims of other types of crimes.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
	<p>Identify the primary agency that will develop a process for managing donations (funds, goods, and services). Determine who has the authority over donation funds in your community or state.</p>		
	<p>Consider setting up a centralized phone number and e-mail address for donations or requests for assistance that will be active as long as they are needed. The planning committee may consider streamlining hotlines to one centralized phone number to simplify access for the public and victims.</p>		
	<p><b>Funds</b></p>		
	<p>Determine both the process and the policies for donation funds:</p> <ul style="list-style-type: none"> <li>• Consider input from governments, victim service organizations, and others on this topic.</li> <li>• Consider developing partnerships with local law firms, financial managers/planners, brokerage firms, tax professionals, and other financial institutions to assist in the planning process.</li> </ul>		

	<ul style="list-style-type: none"> <li>Consider contacting communities who have had a mass violence incident to understand how to handle this aspect of the tragedy and for lessons learned and other suggestions.</li> </ul>		
	Identify an existing nonprofit organization or consider forming a new nonprofit organization to serve as a centralized collection and disbursement entity for monetary donations.		
	Be aware that individual families may set up individual funds to collect donations. Discuss how these individual funds may affect the disbursement strategy of the centralized fund.		
	Discuss a process for incorporating fraud alerts into public communications related to donations. Discuss involving the state attorney general or other law enforcement officials to help develop consumer protection strategies to prevent fraud and discourage scams such as fraudulent Web sites, t-shirt sales, etc.		
	Create a communications plan to let the public know where to send donations and how their donations will be used. Consider leveraging technology and the media to collect donations (e.g., social media, texting). Be specific with your donation requests (e.g., socks, canned goods, supermarket gift cards). Inform the public when you have met the demand for donations and encourage individuals to give to local organizations in the name of all crime victims.		
	Create a database to help collect, track, disburse, and acknowledge monetary donations.		
	Coordinate the funding disbursement process with the victim advocates (e.g., liaisons, navigators) who will be assigned to victims and family members.		
	<p>Coordinate with the victims and their families as well as other groups who are involved in the donation process.</p> <ul style="list-style-type: none"> <li>We strongly recommend eliciting input from the victims and their families about what the funding should be used for and how it should be allocated, and consider this in the decisionmaking process.</li> <li>Work with other organizations such as governments, victim service organizations, and experts in this field.</li> </ul>		
	Create a process for managing specific donor requests. Let donors know that a		

	percentage of funds will be held to address long-term community needs, and educate donors about funding needs. Emergency funding is often necessary for whole communities, not just for primary victims and families.		
	Discuss how the primary agencies will address any dissatisfaction or disagreement with how the funds are being allocated. Provide notification to victims regarding the allocation of funds and create protocols for victims to challenge fund allocation (e.g., a hearing).		
	Identify potential strategies for addressing conflict, such as meeting with victims before making announcements to the press, publishing press releases, or holding press conferences.		
	<p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">The One Fund</a> (Boston, Massachusetts)</li> <li>• <a href="#">September 11th Victim Compensation Fund</a></li> <li>• <a href="#">Oklahoma City Disaster Relief Fund</a></li> <li>• <a href="#">National Compassion Fund</a></li> </ul>		
	<b>Goods and Services</b>		
	Consider partnering with local nonprofit organizations (e.g., Salvation Army, rotary clubs), schools, churches, and service/civic clubs to assist in planning.		
	Create a database to help collect, track, disburse, and acknowledge donations of goods and services.		
	Identify potential storage facilities and warehouses to house in-kind donations. Check to see if refrigerated, perishable items can be accepted at these facilities. Consider developing partnerships with local city services to assist in donation pickups and dropoffs.		
	Create a communications plan to let the public know where to send or bring donations (e.g., supplies, goods, perishable items) and how their donations will be used. Consider leveraging technology and the media to collect donations (e.g., social media, texting).		
	Coordinate the disbursement process for goods and services with the victim advocates (e.g., liaisons, navigators) who will be assigned to victims and family		

	members.		
	<p><b>Criminal Justice System: Victim Support Protocol</b></p> <p>As the case moves through the criminal justice system, victims and family members will need help with the return of personal effects, victim impact statements, media management, support during trials (e.g., financial assistance, housing, transportation), and access to ongoing notifications regarding the investigation and matters involving prosecution, adjudication, sentencing, and prisoner status.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
	<p>Review your state’s victims’ rights amendment and Bill of Rights (if applicable) and enabling legislation. Focus on the following areas:</p> <ul style="list-style-type: none"> <li>• Victim’s right to be present at the trial.</li> <li>• Victim’s right to be informed.</li> <li>• Victim’s right to swift and fair resolution (“speedy trial”).</li> <li>• Victim’s right to be heard.</li> <li>• Victim’s reasonable right to safety and protection of privacy.</li> </ul> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">VictimLaw</a>, searchable database of federal, state, and tribal victims’ rights legal provisions</li> <li>• <a href="#">Crime Victims’ Rights Act</a></li> <li>• <a href="#">Victims’ Rights and Services Web page</a>, Offices of the United States Attorneys</li> </ul>		
	Identify a process for criminal justice-based victim services personnel to support victims and family members during the interview process.		
	Identify a process for providing victims and family members with access to and updates on incident hearings, criminal justice proceedings, and their rights as victims. In some cases, you may need to set up an auxiliary facility or waiting room for victims, family members, and witnesses who cannot be accommodated in the courtroom or because of a change of venue (see the Safe Haven model, as		

	described below).		
	<p>Identify a process for providing victim support during trials (e.g., legal and financial assistance, housing, transportation), assistance with victim impact statements, and media management.</p> <p>See the Safe Haven model, as described in <a href="#">Providing Services to Victims Viewing a Trial at Multiple Locations</a> and <a href="#">Responding to Terrorism Victims: Oklahoma City and Beyond</a>.</p>		
	<p>Identify a process for providing ongoing notifications regarding criminal case investigations, prosecution, adjudication, and prisoner status.</p>		
	<p>See the <a href="#">Criminal Justice System Flowchart</a> on the Bureau of Justice Statistics' Web site.</p>		
	<p><b>Community Resiliency Protocol</b></p> <p>The FAC will typically transition into a Community Resiliency Center (CRC) that will continue to provide ongoing services and assistance to victims, family members, first responders, and community members. The FAC may transition to a CRC within 1 week or up to 3 or more months after the event, depending on the nature and scope of the event.</p> <p><i>Key issues to consider:</i></p>	<p><b>Agency Responsible/Partner Name</b></p>	<p><b>Current Status</b></p>
	<p>Develop a process for transitioning the FAC to a CRC that provides or coordinates ongoing services and assistance to victims, family members, first responders, and community members. The FAC may transition to a CRC in 1 week or up to 3 or more months, depending on the nature and scope of the event. The CRC should continue to provide referrals for critical services to victims and family members.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Aurora Strong Resilience Center</a>, Colorado</li> <li>• <a href="#">Resiliency Center of Newtown</a>, Connecticut</li> </ul>		
	Surviving victims and families of deceased victims may not be comfortable being		

	included with the broader community in terms of impact and services. CRC staff and volunteers should be aware that not all direct victims will want to participate.		
	Identify special populations in your area who may need specialized resources during the recovery phase. Special populations to consider:		
	Children and youth		
	First responders		
	Tribal communities		
	Elder populations		
	Individuals with disabilities or individuals who are deaf or hard of hearing		
	Individuals with limited English proficiency		
	High-risk populations		
	LGBTQ populations (lesbian, gay, bisexual, transgender, queer)		
	Military veterans		
	Underserved and socially isolated populations including, but not limited to, those historically underserved due to race, socio-economic status, disability, or sexual orientation. Examples include urban high-crime communities; communities of immigrants with limited English proficiency, American Indians, persons with disabilities and deaf or hard of hearing, older individuals, children and youth, and members of LGBTQ (lesbian, gay, bisexual, transgender, queer) populations.		
	Undocumented populations		
	Urban, rural, suburban communities		
	Culturally diverse communities		
	Other populations?		
	The CRC should assign victim services case managers to victims and families (including hospitalized victims).  See <a href="#">Sample Victim Liaison Job Description</a> (in this toolkit).		
	Involve victims in the process of determining community needs and in the		

	healing/recovery process. Assess the community's needs for healing versus individual needs for healing.		
	<p>Engage a holistic approach, which includes diverse faith/spiritual healing practices, to support survivors and surviving family members in the long term. Do remember, however, that not all victims are religious or spiritual. Ensure that the emotional and psychological needs of the community are met by providing mental health support, counseling, screening, and treatment. Address the potential for increased risk of substance, physical, sexual, and emotional abuse.</p> <p>See:</p> <ul style="list-style-type: none"> <li>• <a href="#">Mental Health and Mass Violence: Evidence-Based Early Psychological Intervention for Victims/Survivors of Mass Violence</a></li> <li>• <a href="#">International Critical Incident Stress Foundation, Inc.</a></li> <li>• <a href="#">Coping After Terrorism for Injured Survivors</a></li> </ul>		
	<p>Ensure that law enforcement; systems-based, faith-based, and nonprofit victim service providers; first responders; prosecutors; medical service providers; mental health providers; medical examiners; funeral directors; media professionals; and other community leaders receive the necessary support and services to address symptoms of secondary/vicarious trauma.</p> <p>See the <a href="#">Compassion Fatigue Awareness Project's Web site</a> for more information about secondary/vicarious trauma.</p>		
	In coordination with law enforcement officials and the prosecutor's office, develop a process for providing ongoing case/investigation status briefings.		
	Develop a process for organizing memorial events (guided visits to the scene of the event, vigils, interfaith or spiritual memorial services).		
	<b>LONG TERM</b>		
	Develop a process for organizing annual memorial events (guided visits to the scene of event, vigils, interfaith/spiritual memorial services).		
	If appropriate, plan, create, and provide support for a permanent public memorial.		

	See: <ul style="list-style-type: none"><li>• <a href="#">Oklahoma City National Memorial Foundation</a></li><li>• <a href="#">9/11 Memorial Fund</a></li></ul>		
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