



Helping

Victims of Mass Violence & Terrorism

PLANNING, RESPONSE, RECOVERY, AND RESOURCES

*This web training include videos that show scenes of responses to incidents of mass violence and terrorism, and although not graphic, some people may find the scenes disturbing.



Technical Overview

- Can you hear the audio? If you CANNOT hear the audio, please type NO in the feedback box.
- If you have technical difficulties during the webinar, contact Jason Adams who is providing technical support for today's webinar. His email address is jadams@ovcttac.org.
- Today's session will be recorded and made available in a few days on the training site.
- If you have questions, type them in the feedback box and we will address as many as possible toward the end of the webinar.



Welcome



Krista
Flannigan



Eugenia
Pedley



Herman
Millholland



April
Naturale



Video:
***Helping Victims of
Mass Violence & Terrorism***

Partnerships & Planning



- Overview of OVC Toolkit:
 - Partnerships & Planning Checklist
 - Response Phase Checklist
 - Recovery Phase Checklist
 - Tools/Resources
- Community Partnerships
- Victim Assistance Protocols
- Challenges
- Next Steps/Technical Assistance





Who are you?





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PLANNING, RESPONSE, RECOVERY, AND RESOURCES

MESSAGE FROM THE DIRECTOR

ABOUT THE TOOLKIT

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About the Toolkit

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- [How To Use the Toolkit](#)
- [Acknowledgments](#)

Purpose of the Toolkit

The Office for Victims of Crime (OVC)—in coordination with the Federal Bureau of Investigation's Office for Victim Assistance and the U.S. Department of Justice's Office of Justice for Victims of Overseas Terrorism—developed this toolkit to help communities prepare for and respond to victims of mass violence and terrorism in the most timely, effective, and compassionate manner possible.

Lessons learned from past incidents indicate that through advanced planning (which includes the establishment of victim assistance protocols), and by developing and maintaining multidisciplinary partnerships, communities are better prepared to engage a holistic approach to victim assistance to ensure that each victim's needs are met. However, this toolkit also contains materials that will aid communities' responses to victims even if they have not planned for an incident.

www.ovc.gov/pubs/mvt-toolkit/





April 19, 1995 - Oklahoma City, OK
May 21, 1998 - Springfield, OR
April 20, 1999 - Columbine, CO
September 11, 2001 - New York City; Arlington, VA; Shanksville, PA
April 16, 2007 - Virginia Polytechnic and State University
April 3, 2009 - Binghamton, NY
November 5, 2009 - Fort Hood, TX
January 8, 2011 - Tucson, AZ
July 20, 2012 - Aurora, CO
August 5, 2012 - Oak Creek, WI
December 14, 2012 - Newtown, CT
April 15, 2013 - Boston, MA
September 16, 2013 - Washington, DC
April 2, 2014 - Fort Hood, TX
April 13, 2014 - Overland Park, KA
June 18, 2105 - Charleston, SC
July 16, 2015 - Chattanooga, TN
October 1, 2015 - Roseburg, OR
November 29, 2015 - Colorado Springs, CO
December 2, 2015 - San Bernardino, CA
February 20, 2016 - Kalamazoo, MI
February 25, 2016 - Hesston, KS
June 12, 2016 - Orlando, FL

Incidents of mass violence and/or terrorism



Mass Violence:

An intentional violent criminal act, for which a formal investigation has been opened by the Federal Bureau of Investigation (FBI) or other law enforcement agency, that results in physical, emotional, or psychological injury to a sufficiently large number of people to significantly increase the burden of victim assistance and compensation for the responding jurisdiction as determined by the OVC Director.



Terrorism (within the United States)

- Danger to Human Life
- Violation of Criminal Law
- Intended to:
 - Intimidate or Coerce Civilians
 - Influence Government Policy by Intimidation or Coercion
 - Affect Government by Mass Destruction, Assassination, or Kidnapping



Types of Incidents of Mass Violence & Terrorism





Who can use the Toolkit to develop a victim assistance plan?

- Emergency Planning Managers
- State and City Government Officials
- Law Enforcement Officials
- Victims of Crime Act (VOCA) Administrators - Compensation and Assistance
- Prosecutors' Offices
- Victim Service Providers



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Partnerships & Planning

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Partnerships

Each incident is unique. You cannot plan for everything, and you may face issues that you have not planned for in advance. This is why it is important to develop and maintain partnerships so that your community is able to help you effectively address unforeseen challenges.

Well-established partnerships help to drive an effective response and recovery:

- [Assemble a multidisciplinary planning committee](#) to create and maintain a victim assistance response plan.
- [Identify roles and responsibilities](#) of committee members.
- [Identify existing resources and resource gaps.](#)
- [Develop a memorandum of understanding](#) (MOU) or memorandum of agreement (MOA) for the committee.

These steps are described in much greater detail in the Partnerships & Planning Checklist, which can be used as is ([PDF](#)) or tailored to fit your community's needs ([Word](#)).

- **PARTNERSHIPS**
- **PLANNING**





Video:
***Helping Victims of
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Partnerships & Planning



Benefits of Partnerships & Planning

- ✓ **Ensures that a comprehensive mass violence and terrorism emergency response plan is in place.**
- ✓ **Essential to community readiness when everyone is at the table.**
- ✓ **Includes victim assistance strategy, capacity for an effective response, and sufficient resources.**



Tools for Partnerships & Planning



Partnerships & Planning Checklist.

Use this checklist to develop a robust victim assistance plan, well in advance of an incident of mass violence or terrorism.



Tasks for Partnerships & Planning

Establish or expand the core planning group for developing a victim assistance plan.

Review local, state, and federal emergency response plans and Incident Command System (ICS) protocols to understand which victim assistance response protocols, if any, are included.

Identify existing resources and resource gaps within the community.

Develop the necessary victim assistance protocols.



Establish/Expand Planning Committee

- Who is the involved in the planning?
- Are MOUs/MOAs in place?
- Are victim services organizations at the table?



- Review Existing Emergency Response Plan
 - Local
 - State





Do you know who handles emergency response in your state?





How To Locate Emergency Response Plans:

State of Arkansas:

Arkansas Comprehensive Emergency Management Plan is found on the Arkansas Department of Emergency Management (ADEM) web page.

http://www.adem.arkansas.gov/ADEM/Divisions/Preparedness/Planning/Documents/2012_Arkansas_Comprehensive_Emergency_Management_Plan.pdf

City of Little Rock, Arkansas:

City of Little Rock Emergency Operations Plan is found on the City of Little Rock Emergency Management Division web page.

<http://www.littlerock.org/citymanager/divisions/emergencymanagement/>



Identify Existing Resources and Resource Gaps Within the Community

- Identify current resources available in the community.
- Identify additional resources to address any unmet needs.
- Identify special populations and geographical issues in your area that may need specialized resources.



Does your emergency response plan already include a mass violence or terrorism victim assistance component?





Victim Assistance Protocols

Protocol*
Contact List Protocol
Committee Meeting Protocol
Practice Drills and Exercises Protocol
Incident Command System Protocol
Communications Protocol
Family Assistance Center Protocol
Victim Identification Protocol
Notification Protocol
Planning and Preparedness Grants and Emergency Funding Assistance Protocol
Volunteer Management Protocol
Donation Management Protocol (Funds, Goods, and Services)
Criminal Justice System: Victim Support Protocol
Community Resiliency Protocol



Planning: Family Assistance Center Protocol Checklist Snapshot

Partnerships & Planning Checklist

PARTNERSHIPS & PLANNING PHASE

	Family Assistance Center Protocol	Agency Responsible/Partner Name	Current Status
	<p><i>Key issues to consider:</i></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"> • Mass Fatality Incident Family Assistance Operations—Recommended Strategies for Local and State Agencies, National Transportation Safety Board (NTSB)/FBI • See Attachment 1 in Mass Fatality Planning Management Toolkit, Texas Department of State Health Services 		
	<p>Discuss the need for a temporary safe location for families of victims and missing persons to gather as they await information. Identifying this temporary safe and secure location is important because the permanent FAC location may not be ready yet.</p>		
	<p>Establish a process to identify possible victims and witnesses during intake who may need to provide incident-related information to law enforcement.</p>		



Family Assistance Center Protocol

- Identify Potential Locations
- Develop Intake Process
- Develop a Security Plan and Credentialing Process
- Develop Data Collection Process
- Draft a Standard Financial Assistance Application



Challenges: Partnerships & Planning

- **Review Existing Statutes and Policies**
- **Victim Assistance Participation**
 - Planning Process, Drills, Response, etc.
- **Developing Community Relationships**
 - Existing/Historical Partnerships
 - Non-Traditional/New Partnerships
- **Donation Management**
- **Media Management**



Do your response drills and exercises include victim services?





Challenges: Partnerships & Planning

- Review Existing Statutes and Policies
- Victim Assistance Participation
 - Planning Process, Drills, Response, etc.
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Response

During the response phase, which occurs in the immediate aftermath of an incident, law enforcement officials, first responders, victim service providers, and others coordinate their activities to ensure a timely and effective response. Many of the protocols developed during the partnerships and planning stage are key to the response phase:

Committee Meeting Protocol.

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.

Incident Command System Protocol.

The ICS provides a unified command in a multiresponder emergency in which all agencies have a jurisdictional responsibility for the crisis response.

Communications Protocol.

During and after an event of mass violence or terrorism, the Joint Information Center will provide official information through various media (radio, TV, Web), in multilingual and multicultural formats, and, if appropriate, through alternative sources (e.g., phone texts, social media, online apps).

Family Assistance Center Protocol.

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**ACTIVITIES
AT A GLANCE**



RESPONSE CHECKLIST
[WORD](#) [PDF](#)



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Response



Tasks for Response

Convene the Planning Committee and Primary Agencies immediately upon notification of the incident.



Determine which protocols will need to be implemented based on the type (nature) and scope of the incident.



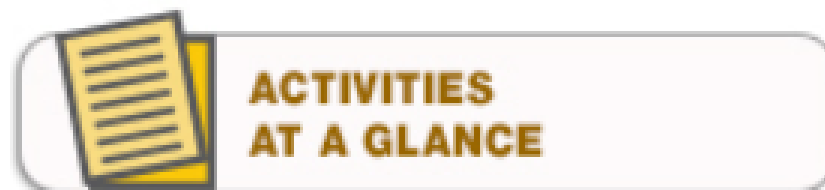
Implement protocols as directed. Law enforcement officials, first responders, victim service providers, and others will be prepared to manage and coordinate efforts.



Tools for Response



Response Checklist. Use this checklist during the initial response phase.



Response Through Recovery: Activities at a Glance. Read this guide for an at-a-glance overview of the activities conducted from response through recovery.



Response: Family Assistance Center Protocol Checklist Snapshot

Response Checklist			
Family Assistance Center Protocol <i>Key issues to consider:</i>	Agency Responsible/Partner Name	Current Status	
Contact the representative at the facility in your community where the FAC will be located.			
Immediately after an event occurs, it is critical to identify a temporary safe location for families of victims and missing persons to gather as they await information. (In some cases, this location may need to be a secure facility that is only accessible to survivors and family members if there are security concerns.) 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 FAC may not be ready yet.			
The primary agency prepares the facility and sets up the physical location for the FAC in coordination with the committee and local service providers (e.g., mental health counseling, health care, childcare, legal assistance, travel assistance, financial planning assistance, victim services, crime victim compensation).			



Response: Family Assistance Center Protocol

- Well Organized
- Streamlined Access to Services
- Provide Referrals for Services
- Assistance With Legal Matters, FEMA, etc.
- Safe Physical Location
- Website for Online Access to Information



Response Challenges

- **Timely Information and Updates**
 - Victims and Family Members
 - Media and Social Media
- **Volunteer Management**
 - Spontaneous Volunteers
 - Community Desire to Help and Support
- **Donation Management**
 - Monetary
 - Goods and Services



FBI Victim Assistance Rapid Deployment Team (VA RDT)

- Multi disciplinary team consisting of Analysts, Special Agents, and Victim Specialists chosen after a rigorous selection process; serving a three year term
- Specially trained in responding to mass casualty events on tasks such as:
 - victim identification
 - victim response management
 - crisis communication
 - resource coordination
 - personal effects management
- Team includes two Crisis Response Canines (CRC's) trained to provide victim support through non-threatening, non-judgmental engagement



FBI Victim Assistance Rapid Deployment Team (VA RDT)

Team members can provide:

- Death notification utilizing a national model (www.deathnotification.psu.edu)
- Emotional and logistical support to victims and their family members
- Liaisons between victims and the investigative team
- Coordination of timely family briefings/site visits
- Coordination of a Family Assistance Center (FAC)
- Cleaning and return of Personal Effects (PE)

VA RDT can be requested through local FBI Field Offices.

Find your local FBI field office info at www.fbi.gov



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Recovery

The term "recovery" is used to describe a phase that victims experience in the aftermath of an incident of mass violence or terrorism. Although injured victims see themselves as working on recovery, families of deceased victims may not describe their adjustment to life without their loved ones as recovery.

For the purposes of this toolkit, the recovery phase encompasses the transitional phase to early recovery and beyond. Recovery may continue for months or years. During this phase, primary agencies must assist victims, first responders, and communities affected by an incident to recover effectively. Victim service providers, mental health specialists, community leaders, and others work together to implement many of the key protocols developed during the partnerships and planning phase, which include the following:

Committee Meeting Protocol.

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.

Criminal Justice System: Victim Support Protocol.

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.

Community Resiliency Protocol.

The Family Assistance Center 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.

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ACTIVITIES
AT A GLANCE



RECOVERY CHECKLIST
WORD PDF



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Recovery



Tasks for Recovery

Plan for the transitional phase from response to early recovery and beyond.



Identify and respond to unmet needs and unique issues for victims and their families as they recover.



Continue to implement the appropriate protocols.



Tools for Recovery



Recovery Checklist. Use this checklist to help your community recover during the months and years after a tragic event.



Response Through Recovery: Activities at a Glance. Read this guide for an at-a-glance overview of the activities conducted from response through recovery.



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Recovery and Resiliency



Community Recovery and Resiliency Center Protocol

- Timeframe
- Case Managers for Victims/Families
- Ongoing Case/Investigation Briefings
- Specialized Populations
- Secondary/Vicarious Trauma



Community Recovery and Resiliency Center Protocol Checklist Snapshot

Recovery Checklist			
Community Resiliency Protocol			
<i>Key issues to consider:</i>	Agency Responsible/Partner Name	Current Status	
It is important to note that 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 that not all direct victims will want to participate.			
Identify special populations in your area who may need specialized resources.			
Continue to assign victim services case managers to victims and their families (including hospitalized victims and those who are not present). See Sample Victim Liaison Job Description (in this toolkit).			



Recovery Challenges

- Transition from FAC to a Community Recovery & Resiliency Center
- Donation Management
 - Funds, Goods, and Services
- Criminal Justice System: Victim Support
- Victim Liaisons to Assist Victims and Family Members



Victim Assistance/Victim Liaison Models

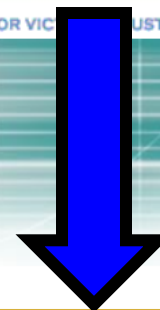
- State Trooper Family Support Liaison (Newtown, CT)
- Navigators (Boston, MA)
- 9/11 Companions
- Family Liaison Program (Aurora, CO)



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Checklists



PARTNERSHIPS & PLANNING CHECKLIST
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Partnerships & Planning Checklist. Use this checklist to develop a robust victim assistance plan, well in advance of an incident of mass violence or terrorism.



ACTIVITIES AT A GLANCE

Response Through Recovery: Activities at a Glance. Read this guide for an at-a-glance overview of the activities conducted from response through recovery.



RESPONSE CHECKLIST
[WORD](#) [PDF](#)

Response Checklist. Use this checklist during the initial response phase.



RECOVERY CHECKLIST
[WORD](#) [PDF](#)

Recovery Checklist. Use this checklist to help your community recover during the months and years after a tragic event.

- **CHECKLISTS**
- **SAMPLES**
- **GLOSSARY**
- **COMPENDIUM OF RESOURCES**



Samples

- [Contact List Template](#)
- [Needs Assessment Report Template](#)
- [PIO Lessons Learned From a Major Event](#)
- [Sample Victim Liaison Job Description](#)
- [Victim List Template](#)

- CHECKLISTS
- SAMPLES
- GLOSSARY
- COMPENDIUM OF RESOURCES
 - **National Associations**
 - Federal Agencies/Offices
 - Lessons Learned From Previous Incidents
 - Special Victim Populations
 - Victim Services
 - Victim Assistance: Planning and Response



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Recovery and Resiliency



TECHNICAL ASSISTANCE OPPORTUNITY

- Initial Consultation
- Meeting Facilitation
- Protocol Development
- Followup Consultation
- There is no cost for the assistance



Email TTAC@ovcttac.org to request an application or to find out more information



- Questions?
- Need more information?





Healing is a matter
of time, but it is
sometimes also a
matter of
opportunity.

– *Hippocrates*

