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| **Response Through Recovery: Activities at a Glance**  This guide provides an at-a-glance overview of the activities that take place from response through recovery and their associated victim assistance protocols, which were developed in the partnerships and planning phase.  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. | | | |
| **Victim Assistance Protocol** | **Activities** | | |
| **Response Phase** | **Transitional Phase** | **Recovery Phase** |
| **Committee Meeting** | Convene the primary agencies involved in the victim assistance response plan within the first 12 hours of the incident.  Schedule and conduct regular meetings of the primary agencies.  If the event involves victims from multiple jurisdictions, states, or countries, invite key government officials and the Victims of Crime Act (VOCA) administrators from each jurisdiction. | Continue to conduct regular meetings of the primary agencies and other key individuals, as necessary. | Continue to conduct meetings, as necessary, with the primary agencies involved in the recovery process.  Identify unmet needs and unique issues in the community that need to be addressed.  Hold a debriefing with your planning committee to assess your victim assistance response plan and make any necessary modifications.  Capture action items and lessons learned. |
| **Incident Command System (ICS)** | Coordinate with your ICS.  Deploy a victim assistance liaison to the ICS. | Continue to coordinate with your ICS, as necessary. | Participate in a debriefing held by your ICS. |
| **Communications** | Deploy appropriate representative(s) to the Joint Information Center (JIC).  Deploy primary spokesperson(s) based on the nature/scope of the event. | Communicate accurate information through various media, multilingual formats, and alternative sources (e.g., smart phone emergency text alert programs, social media, apps). | In coordination with law enforcement officials and the prosecutor’s office, provide ongoing case/investigation status briefings. |
| **Family Assistance Center / Community Resiliency Center** | Identify a temporary safe location for families of victims and missing persons to gather as they await information. A local fire station, church, municipal building, school, etc., could serve as a temporary reunification center for families.  Identify a location that provides the appropriate level of safety and support for families in the immediate aftermath of the event. This temporary Family Assistance Center (FAC) location may not be appropriate as a permanent location.  (Note: Hotels have proven to be effective FAC spaces during past incidents because food, lodging, and parking are easily available.) | The FAC should now have a physical location (multiple locations may be needed, based on number of victims) and a Web site for online access. The FAC should provide the necessary services (e.g., mental health counseling, health care, childcare, crime victim compensation, and assistance with legal matters, travel, financial planning) to victims, family members, and first responders.  Organize memorial events (guided visits to the scene of the event, vigils, interfaith or spiritual memorial services). | The FAC transitions to a Community Resiliency Center (CRC) that provides 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, depending on the nature/scope of the event.  Identify populations in your area that may need specialized resources. 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 leaders should be aware that that not all direct victims will want to participate.  **Long term:** Organize annual memorial events. If appropriate, plan, create, and provide support for a permanent public memorial. |
| **Victim Identification** | Identify and verify victims and their family members, in coordination with the medical examiner or coroner.  Identify victims with injuries not requiring immediate medical attention and victims who were exposed to but not injured during the traumatic incident.  Manage information about missing persons. | Manage the cleaning and return of personal effects.  Assign victim services liaisons or case managers to victims and families (including hospitalized victims and those who are not present). State/community leaders should ensure that victim services liaisons receive the necessary training and support to meet the comprehensive and short- and long-term needs of victims and family members. | Victim services liaisons or case managers provide support to victims and families (including hospitalized victims). |
| **Notification** | Assemble and deploy the team (law enforcement officials, victim advocates, mental health professionals, crisis counselors, and faith or spiritual leaders), whose members are trained in notification, to provide information to family members on fatalities, injuries, recovery, identification, missing persons, and release and disposition of personal effects. | Provide assistance with death certificates, autopsy reports and information, and other documentation for legal needs and benefits.  Assist with planning and organization of funerals and memorial services. |  |
| **Volunteer Management** | Deploy the primary agency responsible for managing volunteers.  Implement system that properly credentials and deploys approved volunteers who have been screened and trained.  Deploy mental health professionals, victim advocates, and crisis counselors (trained in crisis and trauma care). | Manage, supervise, and assist volunteers who received training during the response phase. | Manage, supervise, and assist volunteers who received training during the response phase. |
| **Donation Management (Funds)** | Review decisions you made regarding a donation management strategy during the planning phase.  1. Contact the agency or financial institution identified to collect the funds.  2. Review how funds will be disbursed and to whom.  3. Implement the strategy for distribution of funds.  4. Assess the economic needs of victims and survivors (e.g., people may not be able to go back to work and may not have a source of income to pay rent, utilities, food, etc.). | Coordinate the funding disbursement process with the victim advocates (e.g., liaison, navigator) who will be assigned to victims and their family members.  Manage specific donor requests. | Continue to coordinate with the organization designated to serve as a centralized collection, disbursement, and proper disposal entity for monetary donations. |
| **Donation Management (Goods and Services)** | Store and manage donated goods at a local facility/warehouse.  Consider leveraging (or developing) partnerships with local city services to assist in the transport of donations.  Inform the public where to send and bring donations (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., liaison, navigator) who will be assigned to victims and their family members. | Continue to coordinate with the organization designated to serve as a centralized collection, disbursement, and proper disposal entity for the donation of goods and services. |
| **Criminal Justice System: Victim Support** | Criminal justice-based victim services personnel assist investigators with victim and family interviews. | Assist with victim impact statements.  Assist with media management.  Provide victims and family members with access to and updates on incident hearings, criminal justice proceedings, and their rights as victims. | Provide ongoing notifications regarding criminal case investigations, prosecution, adjudication, and prisoner status (e.g., prisoner location post-conviction, parole-related issues). Provide victim support during trials (e.g., financial assistance, housing, transportation). |
| **Planning and Preparedness Grants and Available Funding Assistance** | Review the criteria for appropriate federal emergency funding. | Identify funding that may be available through your local, county, or state/territory government.  Review and apply for other funding available through local, state, and national nonprofit organizations and corporations (e.g., United Way, Red Cross). | Conduct a needs assessment of the overall impact of the event on the community, victims, survivors, and family members.  Apply for available emergency funding. |