

THE HEALTH CARE LEADERS' GUIDETO MASS VIOLENCE PREPAREDNESS, RESPONSE, RECOVERY AND MITIGATION

JANUARY 2026

COLLABORATORS MATRIX

There are at least nine collaborators in MVI preparedness, response, recovery and mitigation, with specific roles and responsibilities described in the matrix below:

1. Law enforcement (often involving multiple agencies)
2. Emergency medical services
3. Coroners, medical examiners and mortuary services
4. Victim/survivor service professionals
5. Crime victim compensation professionals
6. Mental/behavioral health professionals
7. Governors and elected officials
8. Mayors and civic leaders
9. Multi-faith community leaders

There are also important roles and responsibilities that are collaborative, and rely on establishing partnerships for the most effective MVI preparedness, response and recovery in advance of an MVI, including:

- Creation of collaborative MVI response plans or Incident Action Plans at the state, tribal and local levels.
- Ongoing training and cross-training, including simulation training for all collaborators
- Creation of a collaborative plan to create a Joint Operations Center (JIC), Joint Information Center (JIC), Friends and Relatives Center (FRC), and Family Assistance Center (FAC).
- Coordination of a social media strategy, ongoing communications and victim/survivor/ community information and outreach.

In addition, successful mitigation efforts require:

- Advance training and knowledge about [vicarious trauma](#) and ongoing [trauma cues](#) that can affect professionals and volunteers involved in MVI responses.
- Participation in post-MVI meetings that will digest and review any challenges to the MVI response; personal experiences and factual information; and next steps in maintaining the mental and physical health and well-being of all collaborators.
- Participation in the development of After-Action Reports (AARs) that assess the overall effectiveness of and challenges to MVI preparedness, response and recovery (see the NMVRC's [Victim-centric MVI After-Action Report: Recommendations & Template](#) and [Mass Violence After-Action Report Review](#) (which include a summary of existing MVI AARs).

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COLLABORATOR	PREPAREDNESS	RESPONSE	RECOVERY	MITIGATION
Law Enforcement (LE), including specialized services as needed from SWAT, bomb squads, and Evidence Recovery Teams (including arson)	Clear delegation as to who is in command. This may change as the event unfolds with the skills needed to manage the incident and the number and type of responding LE agencies.	<p>LE leadership of and/or presence at Joint Operations Center (JOC) and Joint Information Center (JIC).</p> <p>Multi-LE agency response to active MV crime scene; neutralize perpetrator(s); and aid injured.</p> <p>Search for, collect, preserve and process evidence for examination (FBI).</p> <p>Establish safety perimeter around MV scene.</p> <p>Coordinate with VSPs to create private space at the FRC, separate by sight and sound, for victim/witness interviews.</p> <p>Conduct death notifications and trauma notifications at the FRC — in person and in pairs with a mental health or victim service professional (see FBI Trauma Notification Training).</p>	<p>Present at initial FRC and FAC to establish security perimeter.</p> <p>Interview victims, survivors and witnesses at FRC and FAC.</p> <p>Partner with Crime Victim Compensation staff to validate reporting requirement to process/expedite victim compensation claims.</p>	See “successful mitigation efforts” above.
Emergency Medical Services (EMS)		<p>Render immediate aid to injured victims/survivors.</p> <p>Transport injured to hospitals and health care services.</p>		See “successful mitigation efforts” above.

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Coroners, medical examiners and mortuary services		<p>Initial identification of deceased victims.</p> <p>Provide transportation of deceased to C/ME agency or hospital.</p> <p>To degree possible, identify names of deceased.</p> <p>Provide information to LE for death notifications, or conduct death notifications (in person and in pairs with a mental health or victim service professional) (see FBI Trauma Notification Training).</p> <p>Release bodies to families for interment services.</p>		See “successful mitigation efforts” above.

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Victim/Survivor Service Professionals (VSPs)	<p>Develop and maintain a current roster of trained, trauma-informed VSPs and M/BHPs, and state VOCA and CVC leaders, with capacity to contact them 24/7/365.</p> <p>Develop and maintain a database of victim/survivor and mental/behavioral health services in the community for referrals.</p> <p>Create collaborative case management protocols for MVI response that provides for victim confidentiality and autonomy.</p> <p>Prepare an Agency Go-Kit for rapid deployment of VSPs.</p> <p>Develop and implement plans to be able to provide quality services to victims who have physical, intellectual or developmental disabilities, who are deaf, who do not speak English, or who have limited English proficiency.</p>	<p>Help establish initial FRC.</p> <p>Help establish FAC.</p> <p>Document victims, survivors and family members and their contact information at FRC.</p> <p>Conduct initial needs assessment of victims and survivors.</p> <p>Create venues for immediate direct services (family reunification, crime victim compensation, transportation, any safety/security needs, any other initial, basic needs); and private space for law enforcement interviews.</p> <p>Provide Psychological First Aid (PFA).</p> <p>Partner with LE or C/ME to conduct death notifications, in person and in pairs (see FBI Trauma Notification Training).</p> <p>Ongoing contact with LE and C/ME officials to obtain names of deceased and for follow-on support services (see NMVC tip sheet, After the Death Notification) .</p>	<p>Continue needs assessments of victims and survivors.</p> <p>Open/develop cases for individual victims/survivors.</p> <p>Provide Skills for Psychological Recovery, an evidence-informed trauma and disaster early intervention after safety and security are established, provided in the initial weeks to months after the MVI by volunteers and professionals, (VSPs & M/BHPs).</p> <p>Begin victim/survivor navigation to link them to appropriate services.</p> <p>Assist with documenting and return of property.</p> <p>Provide follow-on services to survivors whose loved ones were killed (see NMVC tip sheet After Trauma Notification).</p> <p>Coordinate with mayors/civic leaders on creation of instant memorials and tributes.</p> <p>For cases involving trials, inform victims/survivors of their rights and information about the criminal justice process meetings (see NMVC Court Planning Guide).</p> <p>Provide victims with information about dealing with the media (see seven NMVC tip sheets).</p>	<p>Coordinate with mayors/civic leaders, governors and MVI survivors to plan commemoration remembrances and, in some cases, permanent memorials.</p> <p>Assume leadership role to obtain funding and establish a long-term Resiliency Center; and provide wrap-around navigation services to victims and survivors.</p> <p>Provide victims with information about their constitutional and statutory rights under law.</p> <p>In cases involving prosecution, provide victim/survivor advocacy and accompaniment to all relevant hearings and meetings (see NMVC Court Planning Guide).</p> <p>Provide guidance and support to victims/survivors who seek to become activists and advocates.</p>

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Crime Victim Compensation (CVC) professionals	Develop a strategy to efficiently process and expedite CVC applications of victims and survivors.	<p>Presence on site at FRC to obtain information from victims for CVC applications (with LE representatives).</p> <p>Process CVC applications to state victim compensation agency.</p>	Process CVC applications to state victim compensation agency.	Continue to process CVC applications and provide referrals for supportive services in the community.
Mental/behavioral health professionals (M/BHPs)		<p>Provide crisis intervention services and support at FRC to victims, survivors and first responders.</p> <p>Ongoing contact with LE and C/ME officials and VSPs to obtain names of deceased, and provide sensitive death notifications, in person and in pairs .</p> <p>Provide support to FRC staff who may experience vicarious trauma.</p>	<p>Provide ongoing M/BH services at the FAC and in the community.</p> <p>Provide Skills for Psychological Recovery: Field Operations Guide, an evidence-informed trauma and disaster early intervention after safety and security are established, provided in the initial weeks to months after the MVI by volunteers and professionals (B/ MHPs, VSPs).</p> <p>Provide follow-on services to survivors whose loved ones were killed (see NMVC tip sheet, After Trauma Notification).</p> <p>Provide support to FAC staff who may experience vicarious trauma.</p>	<p>In cases involving prosecution, provide B/ MH services and clinical support and accompaniment to all relevant hearings and meetings.</p> <p>Provide long-term, evidence-based trauma-focused M/BH support to victims, as needed and upon request.</p>
Governors and elected officials	Coordinate/delegate teams to attend planning/ tabletop exercises as needed to develop clear communication channels concerning mechanics associated with actions.	<p>Determine “level of emergency” to activate state and federal support for initial response.</p> <p>Obtain number/names of deceased and number injured for public information purposes.</p> <p>Serve as state spokesperson in media response and press conferences.</p>	Coordinate with state VSP leaders to seek/secure funding for ongoing support of MVI recovery efforts.	Coordinate with mayors/ civic leaders, VSPs and MVI survivors to plan commemoration remembrances and, in some cases, permanent memorials.

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Mayors and civic leaders	<p>Review and create initial response strategy from the Mass Shooting Playbook and Protocol for Mayors and City Managers, from United on Guns and U.S. Conference of Mayors.</p> <p>Coordinate/delegate teams to attend planning/tabletop exercises as needed to develop clear communication channels concerning mechanics associated with preparedness, response and recovery strategies.</p>	<p>Provide leadership/support to create initial FRC.</p> <p>Obtain number/names of deceased and number injured for public information purposes.</p> <p>Serve as city spokesperson(s) in media response and press conferences.</p> <p>Provide support for transition from initial FRC to FAC.</p>	<p>Provide financial support and resources to establish FAC.</p> <p>Coordinate with state VSP leaders to seek/secure funding for ongoing support.</p> <p>Coordinate with VSPs on creation of spontaneous memorials and tributes.</p>	<p>Coordinate with governors, VSPs and MVI survivors to plan commemoration remembrances and, in some cases, permanent memorials.</p> <p>Partner with governors and others to secure funding for a Resiliency Center, if needed.</p>
Multi-faith community leaders	<p>Develop and maintain a current roster of trained, trauma-informed multi-faith providers, with capacity to contact them 24/7/365; and provide to lead VSPs.</p>	<p>Presence at FRC to provide spiritual support, as needed and upon request.</p>	<p>Presence at FAC to provide spiritual support, as needed and upon request.</p> <p>Provide ongoing multi-faith- based services to survivors, as needed and upon request; and to members of any faith community who may be impacted.</p>	<p>Provide ongoing spiritual support to survivors, and for community remembrance and memorial events.</p>

This product is supported by Cooperative Agreement #15POVC-23-GK-00555-AERX awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this product are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

National Mass Violence Center
January 2026