



The National Mass Violence & Victimization Resource Center

READINESS • RESPONSE • RESILIENCE

SUMMARY REPORT of The National Association of Crime Victim Compensation Boards Focus Group

May 30, 2018
Charleston, South Carolina

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Introduction

Mass violence incidents are occurring at increasing frequency. Advance preparation and leadership from Victim Compensation Administrators are needed to help create effective responses that are collaborative and survivor-centered.

The National Mass Violence and Victimization Resource Center (Center) was created in 2017 to improve the nation's capacity to serve victims and survivors of mass violence through research, planning, training, technology and collaboration. The **National Association of Crime Victim Compensation Boards** (NACVCB) is national partner organization in this Cooperative Agreement, established between the Medical University of South Carolina (MUSC) National Crime Victims Research and Treatment Center (NCVC) and the United States Department of Justice (USDOJ) Office for Victims of Crime (OVC).

Three focus groups were held in May 2018 with select state Victim Assistance Administrators (VOCA) and Victim Compensation Directors (COMP) whose states have experienced mass violence incidents (MVIs) to help clarify their roles in assisting states with *readiness, response and resilience*. We sought to be diverse both geographically and by incident type." The goals of the focus groups were to:

1. Identify the roles, responsibilities and most effective strategies of state administrators to prepare for and respond to mass violence incidents (MVIs) in the immediate-, short- and long-terms.
2. Describe the benefits of and challenges to forming partnerships and collaborative efforts to prepare for, respond to and assess responses to MVIs.
3. Document "lessons learned" from past experiences of state administrators to share with all victim compensation and VOCA assistance programs nationwide.
4. Identify issues to inform a survey of all VOCA assistance and victim compensation programs about planning and responses to MVIs.

This Report summarizes the discussion of the Crime Victim Compensation professionals in the focus group. It may not represent the thoughts of all Crime Victim Compensation administrators or personnel.

Methodology

The Center's staff worked with Dan Eddy, Executive Director of the National Association of Victim Compensation Boards (NACVCB) to identify Crime Victim Compensation Administrators programs that responded to mass violence incidents (MVIs). Seven administrators were invited

from California, South Carolina, Colorado, Massachusetts, New York, Florida and Nevada and Dan Eddy participated in this focus group.

The Center's staff also worked with Dan Eddy to develop a focus group discussion guide that described the role of COMP agencies in preparing and responding to MVIs; their perspectives of the OVC "Helping Victims of Mass Violence and Terrorism" Toolkit; the range of COMP assistance resources and services that are provided to victims and survivors of MVIs; how COMP agencies coordinate with OVC's Antiterrorism Emergency Assistance Program (AEAP); strategies to address the needs of COMP staff following their response to a MVI; and any "lessons learned" that can be shared with all COMP agencies nationwide.

Role in Preparing for and Responding to Mass Violence Incidents

"If you have never responded to a mass violence incident, you don't know what to do."

When leadership and coordination roles for *all* agencies that respond to MVIs are clarified and articulated in advance, the overall response and effective inclusion of COMP programs are greatly improved. It is equally essential that state-level COMP and VOCA Assistance (VOCA) leaders know each other and have a plan to coordinate services in the aftermath of a MVI.

In addition, not *all* agencies that are involved in preparing for and responding to MVIs are aware of COMP programs, and the importance and value of the services and support they can bring to survivors and first responders.

Participants all emphasized the stressful and traumatic nature of COMP work following a MVI, and the importance of having a protocol to help COMP Directors identify and cope with the potential vicarious trauma of their staff.

The roles and responsibilities of COMP programs vary considerably, depending on a number of factors, including:

- Scale of the MVI
- Location of the MVI (urban vs rural, Tribal, on a Department of Defense site, etc.)
- The scope of impact (deaths, injuries, number of witnesses, physical impact on site)

- Jurisdiction of leadership involved in the response (Federal, state, local, Department of Defense, Tribal)

The range of roles and responsibilities of COMP programs include the following:

- Prepare in advance to create a proactive working relationship among federal agencies (FBI), state victim assistance agencies, state and local law enforcement agencies, and NGOs (American Red Cross, translation services, etc.).
- *Depending on which agency/jurisdiction is leading the response*, contact its leadership; inform them that the state COMP program is aware of the MVI and potential needs of survivors and the community; and what the COMP program can do to assist the lead responding agency in helping survivors.
- Develop a brief MVI-specific COMP application that can be quickly completed and processed, specifically for victims of MVIs (several examples are available from focus group participants).
- Establish a COMP service area within the Family Assistance Center (FAC), co-located with various law enforcement agencies (FBI, local, state) whose officers can quickly sign off on COMP applications.
- Coordinate with other services providers (American Red Cross and other NGOs) that provide other benefits.
- When possible, consider collaborating to sponsor family member/survivor peer support group meetings.
- Collaborate, when possible, with state leaders and the affected community to create victim-centric memorials; and to observe a day of remembrance to honor families, survivors, first responders, and the community affected by the MVI.
- Provide training about COMP and the claims process at statewide or regional MVI crisis response training programs for Victim Assistance Professionals (VAPs) that focuses *specifically* on COMP services provided following MVIs.

- Apply for AEAP funding from OVC to support a range of services:
 - Extra compensation benefits
 - Mental health services
 - Peer group support
 - Education
 - Criminal justice advocacy (in cases involving trials)
- Help identify translation services for multiple languages spoken in a jurisdiction, and deaf/hearing impaired victims in advance of a mass violence incident.
- Develop and implement a plan that includes the capacity to coordinate with other countries when MVI victims and survivors are from around the world. This can involve close coordination with the U.S. State Department, and other nations’ embassies and/or consulates.

Specific State Issues or Solutions

“You never know what you will be called upon to assist with.”

Following the San Bernardino MVI, California COMP was able to provide funding through an AEAP grant for additional mental health services for victims/survivors, travel expenses for anniversary and memorial events, trauma recovery workshops and community resiliency forums.

Massachusetts COMP coordinated with FBI Victim Specialists to provide COMP applications to victims/survivors in area hospitals following the Boston Marathon Bombing.

Florida provides one-day training programs to VAPs statewide to educate them about COMP, and what COMP *can* and *cannot* provide. This approach trains those who need knowledge and information, and helps manage expectations about the role of COMP in victim/survivor response.

Following the mass shooting at the Pulse Nightclub in Orlando, FL, COMP claims analysts were sent to centralized locations to help survivors complete the claims process.

In Nevada, many of those affected were temporary employees working for three days at the Route 91 Harvest Festival. They faced many challenges: they received no pay/compensation,

and employees who needed counseling had to apply for worker's compensation. Those who sought to apply for worker's compensation were told if they did, "you'll never work again in this city." Workers who were undocumented were fearful of applying for any assistance or services.

The American Red Cross was an important responder in Las Vegas, and had an intake form that provided a format for structured documentation of important information about victims and witnesses.

Challenges to Preparation and Response

"We think we are prepared, but we are at the mercy of whoever is running the show."

In the aftermath of a MVI, it is not always immediately clear which agencies have jurisdiction over the investigation and response.

Victim assistance organizations and VAPs involved in the response can be "very territorial," with many organizations "competing" without clarity about "who is in charge."

It can be difficult to build/obtain a comprehensive "list with accuracy and authenticity" of victims/survivors. Examples of how victim names have been obtained included:

- Airplane manifests
- Newspapers
- Hospitals (sometimes there is a delay in confirming victims with hospitals)
- Theater receipts (Aurora, CO)

Victim identification:

- The FBI asks local organizations to "bring them a list" of victims, that they can then confirm "if they are (documented) victims or not;" but delays in putting together such lists poses a challenge.
- It is important to recognize that there may be people who are *not* victims of the MVI, but fraudulently file COMP claims. The FBI can help identify fraud cases.

Educating Workers Compensation programs about victim/survivor sensitivity is very important (in one state, survivors were required to take an eight-hour psychiatry evaluation, twice)

It is also important to clearly identify who is a “victim” for the purposes of COMP (some states include first responders). Typically, those suffering direct physical and mental harm from the attack are eligible, but others who are witnesses, or in nearby areas removed from the threat, or even simply connected to the institution affected (like a school) could also be eligible, depending on state law. In a few states first responders may qualify for some compensation, subject to their own workplace benefits."

With the outpouring of public support for victims/survivors of MVIs, families may receive considerably higher financial compensation/donations for funeral and other expenses. This can have a negative effect on non-MVI victims who do not receive similar attention.

Coordination of COMP services and benefits/awards with other sources of victim assistance funding (such as One Fund [Boston] or the Compassion Fund) can be problematic because it may invalidate compensation claims.

States that experience MVIs may have new leadership and/or staff at COMP (and VOCA) agencies that may be unprepared for a MVI.

Victims who are undocumented may be fearful about applying for COMP or any victim/survivor services.

CASE STUDY: Route 91 Harvest Festival Mass Shooting October 1, 2017

- It is estimated that up to sixty-five percent of victims/survivors were from California.
- Nevada and California COMP programs collaborated to create a joint, abbreviated COMP application form.
- COMP staff from Nevada was on-site at the FAC in Las Vegas to help survivors complete the application.
- California COMP program sent staff to Las Vegas to assist the Nevada COMP staff and other service providers.
- COMP staff professionals were sent to funeral homes to help family members complete the COMP application process.
- Nevada COMP staff worked with the FBI's Victim Services Division and California COMP regarding victim expenses.
- Las Vegas-based retailer, Zappos, offered to cover the costs of funerals for 58 families (<https://www.reviewjournal.com/crime/shootings/zappos-covers-funeral-costs-for-las-vegas-shooting-victims/>); and other Nevada businesses also provided financial assistance to survivors.

State and Agency Plans for Responding to Mass Violence Incidents

Participants were asked to identify whether their state has a plan for preparing for and responding to MVIs; whether that plan includes a victim assistance component; and whether the COMP agency has its own plan. (This request was made to ascertain an approximation of existing agency plans. Their candid responses provide insight into compensation agencies readiness plans.)

Figure 1 depicts their responses:

STATE	DOES STATE HAVE A PLAN?	DOES STATE PLAN INCLUDE A VICTIM ASSISTANCE COMPONENT, OR DOES THE COMPENSATION AGENCY HAVE A SPECIFIC PLAN?
NV	No	No, but we will.
FL	Not state level, but yes at regional level	COMP has a plan but it needs to be written down.
MA	Plans at community levels, and their emergency management agency is working on state-level plan	Currently working on a COMP-specific plan.
CO	Yes	Informal COMP plan and working to formalize it.
SC	Yes (but it is “thin” on victim issues)	COMP has “grab and go” bags for COMP staff to use at the Response Center and FAC sites.
CA	Yes	State plan includes COMP, and COMP agency has its own plan.
NY	Yes	No written protocol, but has “go plan” resources (cheat sheets, forms, phone book on paper, etc.)

Figure 1

Participants reported that Minnesota and the District of Columbia also have written plans.

It was noted that it is very helpful to evaluate the COMP agency’s response following a MVI to identify strengths, challenges and “what we didn’t have that we needed” to incorporate into overall plans.

Participants also discussed a potential role for NACVCB to serve as a “liaison” among states to share effective protocols for preparing and responding to MVIs.

OVC's "Helping Victims of Mass Violence & Terrorism" Toolkit

"The Toolkit makes a difference."

When asked if they had reviewed the OVC Toolkit, only two participants had reviewed it in its entirety; and one had partially reviewed it.

The assessment of the Toolkit includes:

- Beneficial and features "good wisdom."
- Too complicated, overwhelming
- Helpful for pre-planning to identify potential partners
- Not user-friendly

Recommendations to improve the Toolkit include:

- Encourage other COMP Administrators to review its contents to help them with planning *prior* to a MVI in their state and offer any suggestions to the Center and OVC
- Distill the major, essential points
- Provide "cheat sheets" on key issues
- Provide "tip sheets" on issues that are *specific to COMP programs*

"The Toolkit is overwhelming and way too much."



<https://www.ovc.gov/pubs/mvt-toolkit/about-toolkit.html>

How Victim Compensation Agencies Prepare to Assist in the Immediate Aftermath of a MVI

There was consensus that it is important to “immediately show up” at the Response Center initially established following a MVI. “Not showing up” will create problems in the future for MVI responses.

Strategies that COMP agencies use for preparation include:

- Provide short COMP application forms (they can also be color-coded for different types of victims/survivors).
- Provide COMP applications online in a special section or page of the COMP agency website that is dedicated to the MVI and its victims.
- Be prepared to have staff work in shifts (this may be around-the-clock at the Response Center; and for very long days at FACs).
- Develop and offer training (and cross-training with other agencies that respond to MVIs) that are *specific* to the role of COMP programs in responding to MVIs.
- Incorporate COMP-specific training into more comprehensive state and regional training programs related to preparing for and responding to MVIs.
- Provide COMP training to VAPs statewide, and include information about strategies that are *specific* to MVI responses.
- Be prepared with current technology at the initial Response Center and FAC:
 - Wireless printer to print out completed forms
 - Multiple cell phone chargers for different types of phones
 - Capacity to complete forms at hospitals with victims, and photograph them on a cell phone to send to the Response Center and/or FAC; or directly to the COMP agency
- Be prepared for “unique situations;” for example:
 - A patient in a coma who has a life partner, without documentation of a “legal” relationship

- Victims who are severely injured, have disabilities, or who are in a coma (obtain a signature from the family or an “X” from the victim, with assistance from the family)
- Have a skeletal template for an AEAP grant prepared in advance of any MVI to expedite its delivery to OVC.

Providing Specific Information for Victims of Mass Violence Incidents on Agency Websites

The California Victim Compensation Board (<https://victims.ca.gov/>) provides information specific to each MVI (including information for California victims of the Route 91 Harvest Festival mass shooting in Nevada). Information includes (but is not limited to) what victims can apply for; an online application; available victim assistance resources; information about different funds available to help survivors; and social media connections.

Massachusetts provided a website that included COMP information, and also information for people who wanted to provide financial support and volunteer assistance to victims and survivors.

Following the Tribeca truck attack in New York 2017, a collaborative website was established by the FBI that had information about victim services available from the FBI, New York state Office of Victim Services (including COMP), and Safe Horizon community-based victim assistance services

(<https://www.fbi.gov/resources/victim-services/seeking-victim-information/assistance-for-victims-of-the-tribeca-truck-attack>).

Social Media

- California provides information about online victim peer support groups (the groups were reviewed/vetted in advance of offering information/referrals).
<http://victimconnect.org/get-help/victimconnect-chat>.
- California is exploring other innovative ways to use social media such as hosting a “Facebook Live” event for the anniversary of the Route 91 Harvest Festival mass shooting. (See: <https://victims.ca.gov/lasvegas/>)

- In the immediate aftermath of MVIs, toll-free information lines provide information to the public and victims/survivors (some are pre-established and static, i.e., the FBI, Amtrak).
- In addition, Twitter is used to provide victims and the public with timely information from law enforcement; to publicize opportunities for the public to contribute funds or other needed resources; and to memorialize victims and survivors.
- It is helpful if COMP agencies are aware of *all* toll-free victim information lines that are established following a MVI (static and MVI-specific) and MVI-specific Twitter handles (i.e., @Compassion_Fund; @Route91Strong; #OrlandoPolice; #OrlandoShooting).
- If COMP programs have Public Affairs staff, they can be assigned to monitor social media postings related to the MVI.

Funding Issues

“Victim Compensation programs should not be directly involved with other fund entities.”

It is important that COMP programs be aware of coordinated external funds developed prior to and/or after MVIs, i.e., 9/11, Boston Marathon bombing, The Compassion Fund.

However, there was consensus that “victim compensation programs should *not* be directly involved with other fund entities.”

There were challenges identified that are related to other Funds, and clarification needed about their missions and scope; for example:

- The One Fund (Boston) seemed to rate and rank victims and did not provide any opportunity for appeals of cases.
- After the Aurora, Colorado theater mass shooting, a 34-year old man was given more money than a 10-year-old child who had the exact same injury; it was not clear why.

- The National Compassion Fund wants to distribute monies quickly, but “it’s too fast, and some people are missing out, and some people are getting money who shouldn’t be getting money.”
- There may be “dueling funds” that are confusing to both donors, and victims/survivors who seek financial support.
- Some funds established after MVIs have been sued for fraudulent practices.
- There is too often confusion about the differences between or among funds provided by COMP programs, and other community-based and national funds specific to MVI victim assistance.
- If “GoFundMe” campaigns mention that they are specifically helping MVI victims with funeral or medical expenses, these funds may count against or invalidate COMP claims.

There were three recommendations specific to information that COMP programs need for funding decisions:

1. Clear information about the National Compassion Fund, such as a COMP-specific webinar or fact sheet
2. A policy that clarifies whether or not major funds count against COMP claims
3. A “tip sheet” summary of the existing range of funds and victim/survivor personal fundraising strategies available in the aftermath of MVIs

As noted earlier in this Report, COMP programs expressed concerns about MVI victims who may receive considerably more monies and remuneration than victims of other types of violent crimes.

Victim Eligibility for Compensation Following a Mass Violence Crime

“We are creative within the confines of state statutes.”

In most states, those eligible for compensation include:

- Physically injured
- Family members of deceased victims

- Victims who suffer mental harm because of their close proximity to the attack, and the threat to their lives they experienced.
- In some incidents, COMP programs have determined that witnesses, or even those present in nearby relation to the MVI, like in a school locked down, are eligible. *“If you were present, you were considered a victim.”*
- In some states, first responders are also eligible for victim compensation.

Victim Compensation Benefits for MVI Victims

In most of the participants’ states, there are *no* differences between COMP benefits for MVI victims versus non-MVI victims. In states where there were differences, they included:

- Travel expenses
- Replacement of keys and key fobs
- Transportation needed to get to and from work
- Replacement of stolen/destroyed property (this is *not* universal)

COMP programs should also be aware of FBI emergency financial assistance for victims of terrorism or mass violence (for example: <https://www.fbi.gov/resources/victim-services/seeking-victim-information/assistance-for-victims-of-the-tribeca-truck-attack>, the FBI website established after the Tribeca truck attack in 2017).

Antiterrorism Emergency Assistance Program (AEAP) Funding

Participants discussed how COMP programs coordinate with OVC to receive AEAP funding and support.

COMP programs are not always the lead agency to seek AEAP funding; it may be their “parent agency” or the state VOCA Assistance agency that takes the lead.

COMP programs need to be aware of MVI funding opportunities available from the AEAP (<https://www.ovc.gov/AEAP/>) *prior to experiencing a MVI*. Agency directors need to become

knowledgeable about the process required for the AEAP application and be able to articulate their needs; the four types of AEAP assistance (crisis response, consequence management, criminal justice support, and crime victim compensation; and training and technical assistance may be requested); and the timeline for receiving AEAP funds.

As one participant noted, (at the initial crisis response point) “*We don’t know what the needs are.*”

It is recommended that the AEAP provide additional, specific information about the process required to obtain AEAP funding; about whether a needs assessment is being conducted and who will conduct it; and detailed “template” for the grant process that COMP administrators should become familiar with in advance of a MVI.

It is also recommended that OVC “streamline” the AEAP application process; and recognize that “retroactive grant funds” are difficult when services are needed *immediately* in the aftermath of a MVI, sometimes without provisions for reimbursements.

Impact of MVIs on Victim Compensation Staff

“Vicarious trauma WILL occur, and victim compensation agencies must be prepared to address it.”

After-action reports that addressed the *overall MVI response* were written following the Aurora movie theater mass shooting; and by the Department of Defense following the Navy Yard mass shooting.

DC and New York developed after-action reports that were *specific* to the response of VAPs to MVI victims and survivors.

One participant described the experiences of COMP staff who were on-site at the FAC as “very gratifying” and “almost euphoric,” who were energized by being on-the-scene and seeing the positive effort of their work in “real time.” However, upon returning to the COMP agency, “it was almost a let-down.”

Participants discussed the importance of COMP administrators “keeping an eye on all staff” (who responded to the MVI) to observe their behaviors and any coping strategies that might not be healthy; and to provide opportunities and guidance for positive strategies to cope with vicarious trauma.

All participants emphasized the critical need to be prepared for vicarious trauma and stress among staff who respond to MVIs.

Participants’ agencies sponsored many initiatives to help COMP staff cope with vicarious trauma, including:

- Florida sponsored an in-service training program conducted by an expert in trauma/vicarious trauma; and employee assistance offered four free mental health counseling sessions.
- Massachusetts offered the same services as Florida.
- After the 9/11 terrorist attacks, New York sponsored sessions for staff every two weeks; and California offered sessions with chaplains.
 - *“We had to make coming back to work normal.”*

There was also a discussion about the fact that when *any* MVI occurs *anywhere* in the U.S. or abroad, it can be a “trauma trigger” for COMP staff and other VAPs who respond to MVIs.

Victim Compensation Agencies Bring Value and Resources

Past experiences in preparing for and responding to MVIs indicate that often, state agencies and leaders involved in planning are not always aware of the value that COMP agencies and victim services bring to MVI responses; and the many resources that COMP agencies have to offer. The Center is specifically interested in participants’ views of “what victim compensation brings to the table” in the aftermath of a MVI.

The value and resources offered by COMP programs include:

- Immediate financial assistance
- COMP can remove some of the stress that victims endure by taking care of some of the financial costs (resulting from the MVI).
- Fewer victims will complain to the media or others

- COMP can assist victims in a way that nobody else can, in a timely manner.
- COMP helps the victims who can't turn anywhere else (i.e., who lack insurance resources).
- COMP can help people in crisis.

Defining "Mass Violence"

There was a discussion about the various (and often confusing) definitions of what constitutes a crime of "mass violence," including those from:

- USDOJ and the Office for Victims of Crime
- FBI
- U.S. Congress
- States

There is a consensus that a universal definition of "victims of mass violence incidents" is needed.

"Lessons Learned"

"It's always going to be challenging."

All participants were asked to share their personal perspectives of "lessons learned" that could benefit other COMP programs that may respond to MVIs. Their experiences and advice are illustrative, and hopefully helpful to *all* victim compensation programs nationwide:

"Show up – go where the crisis response is. You need a presence." Your support will be needed!

"Notify all victim assistance programs in the jurisdiction in which the event occurs that 'we are going to need them'."

There will be many MVI victims and survivors who immediately want to respond to victims of other MVIs that occur in the future. Some may be seeking "secondary gains."

It's important that MVI survivors effectively cope with their own victimization and trauma before they try to help other MVI survivors.

“These incidents create a ‘community’ of survivors, and victims of a MVI often have a need to help each other.”

We (the media and all of us) “need to stop mentioning the name of the perpetrator,” which only lends notoriety to him/her.

“It’s never too early to work with your legislature on laws that improve responses (to MVIs).”

“Who’s on your team that you are deploying? Pay attention to their capacity to handle stress, and their attitude.”

“Have a victim outreach program in place” (in advance of a MVI) that includes radio/television PSAs, social media messaging, press releases, guidelines/scripts for media interviews with executive staff, information about the types of victim/survivor services available, etc.

Do your state’s victim compensation laws, policies and/or agency “help or hinder” your agency’s response to victims of a MVI? It is helpful to review these now to ensure that legal policies do not pose any barriers to effective provision of victim compensation benefits.

“Be aware of and prepared for the news media.” It is overwhelming and, for many victims, very intrusive and insensitive.

“The importance of being *prepared*.”

- Train COMP staff and other VAPs about how to incorporate their agencies/organizations into county or state emergency management plans.
- Educate law enforcement about COMP and victim assistance services.
- Sponsor/collaborate with VAPs and allied professionals (e.g., American Red Cross) on crisis response training programs.

Recognize the unique nature of each MVI response, and the unique needs of affected communities (urban versus rural, cultural competence, access to services [on-site or online, including transportation and broadband/Internet access]).

Be knowledgeable about the mental health impact of MVIs on victims/survivors and evidence-based practices to assist them:

- Research on PTSD (including research specific to survivors of MVIs)
- Trauma-informed counseling and mental health services
- Tele-health opportunities and options

Identify all VAP, law enforcement, and other critical stakeholders who will respond to MVIs, and invite them to cross-training programs that identify (and clarify) respective roles and responsibilities.

Tip Sheets or Resources Helpful to Victim Compensation Programs

It was suggested that Tip Sheets and other Resources be developed to that would help Victim Compensation Programs:

- Samples of abbreviated COMP application forms specific to MVIs
- What to include in a COMP agency “go kit” (including all forms, paperwork, and office supplies needed)
- Advice and tips for COMP staff and VAPs to include in their personal “go kits” when responding to a MVI
- Sample agency policy or state law that clarifies “who is a victim” in the aftermath of a MVI
- Summary and concise description of the types of government funds and private source funds available in the aftermath of MVIs
- Guidelines for news media professionals (ethics, victim sensitivity and victim trauma tips)
- Sample media resources for COMP programs executive staff:
 - “Typical” topics the news media request information about in the aftermath of a MVI
 - Press releases
 - Scripts for media interviews
 - Social media strategies

Appendix A

Victim Compensation Focus Group Attendees

The National Mass Violence & Victimization Resource Center

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Appendix B

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