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IJIS Institute

Planning, implementing and operating effective Statewide Automated Victim Information and Notification (SAVIN) programs

Guidelines and Standards

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The SAVIN Project Advisory Board thanks the following previous Advisory Board members for their efforts to develop the SAVIN Guidelines and Standards: John Goergen, Anne Munch and Tom Seigle.

Bureau of Justice Assistance
The SAVIN Project Advisory Board gratefully acknowledges the support and insight of all the Bureau of Justice Assistance professionals who helped develop the SAVIN Guidelines and Standards.

EXECUTIVE SUMMARY

This report provides recommendations and sets the standards for planning, implementing, and operating an effective Statewide Automated Victim Information and Notification (SAVIN) program. In 2005, Congress established a grant program, administered by the U.S. Department of Justice, Office of Justice Programs' Bureau of Justice Assistance (BJA), to provide the initial funding and guidelines to help states plan and implement or enhance SAVIN programs. The IJIS Institute was selected by BJA to develop and publish initial national standards for these programs. These were based on three primary objectives for the project, which are to:

☐ Use existing SAVIN practitioners, including victim advocates, to identify and leverage best practices for SAVIN programs.
☐ Establish victim-focused principles that states can adhere to when implementing SAVIN programs.
☐ Require SAVIN programs to follow the appropriate national standards established for sharing justice information.

This updated document represents the collaborative effort between the IJIS Institute, National Criminal Justice Association, Justice Solutions, and the National SAVIN Project Advisory Board (SAVIN PAB). The SAVIN PAB is comprised of SAVIN Administrators, victim advocates, crime victims and survivors, criminal justice professionals, and private sector practitioners with specific areas of subject matter expertise.

This document provides direction to help states establish a mission and goals for the SAVIN program. These guiding tenets must be based on victim-focused principles of victim/survivor safety, confidentiality, and autonomy. This document reviews the importance of an effective governance plan that includes all stakeholders. SAVIN programs require a high degree of cooperation and decision-making among private organizations as well as local, county, and state justice agencies. All of these parties are important to a successful SAVIN program, if it is to meet the needs of crime victims, survivors, and the public.

This document also establishes the guidelines and standards for planning, managing, operating and assessing a successful and effective SAVIN program. These sections provide key information to develop a program plan and to identify proven strategies to effectively manage it, including planning for and addressing critical events. Because a number of SAVIN programs are created or enhanced under grants from the U.S. Department of Justice (i.e., BJA, Office on Violence Against Women), states must begin planning early to support the ongoing effort involved to maintain and operate a SAVIN program beyond the initial grant funding period. This early planning demonstrates a long-term commitment to public safety, which is discussed in greater detail throughout the document.

Finally, this document includes a set of technology standards to ensure that SAVIN programs conform to national victim constitutional and statutory rights in all 50 states, the District of Columbia, and U.S. territories. Since most of the non-victim information will be exchanged with other state and local projects, adopting specifications and standards provides a foundation for SAVIN programs that is trustworthy and cost-effective.

INTRODUCTION

Significant attention has been devoted over time to ensure that crime victims and survivors[1] have opportunities to be safely and actively engaged participants in their cases and in the overall justice process. A victim's right to notification and information about his or her case has long been termed the "threshold right" from which all other victims' rights flow. When victims are informed about the status of a criminal case and the custody status of an alleged or convicted offender,[2] it empowers them to more safely participate in justice processes and make decisions related to other critical needs, including protection, support services, restitution, and victim compensation. Informed victims are encouraged to voice their recommendations in plea agreements, sentencing, and parole decisions through victim impact statements.

In 2005, Congress appropriated $8 million to help states create or expand statewide automated victim information and notification (SAVIN) systems, and has appropriated additional funds annually. These SAVIN systems are intended to provide a single point of shared services for victims anywhere in a state to learn about the incarceration or custody status of an offender the status of their case against an offender, from the point of arrest and incarceration through disposition, release, and community supervision. Other federally and state-funded SAVIN services are providing status information and notification on domestic violence protective orders and court events.

The goal of a SAVIN program is to increase public safety and deliver many of the basic victim notification rights provided by 33 state constitutional amendments and hundreds of state statutes across the nation, as well as the federal Justice for All Act signed by President George W. Bush in 2004. These legislative reform initiatives increase public safety and improve basic justice decisions by ensuring that victims are given timely and accurate information that both enhances their ability to protect themselves and ensures they are able to fully participate in the justice process if they so choose.

SAVIN programs should be guided by a cross-disciplinary Project Steering and Advisory Committee that includes crime victims, victim advocates, justice and allied professionals, and information technology (IT) experts.

SAVIN is designed to be – first and foremost – victim-sensitive and victim-centered. All efforts related to its planning and implementations have an important bottom line: How can SAVIN improve the treatment of victims, help them exercise their rights to information and notification, and provide them with important information that can enhance their personal safety?

This document is designed to provide guidance in the overall governance, planning, implementation, management, and evaluation of SAVIN programs.

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[1] *Throughout these* Guidelines and Standards*, the term "victims" will be used to describe "crime victims and survivors," which includes all victims of crime and the surviving family members of homicide victims.*

[2] *Throughout these* Guidelines and Standards*, the term "offenders" will be used to describe all persons who are alleged to be criminal defendants and those who have been convicted of crimes.*

At the time of this publication, the SAVIN Online Community web site—a component of the National SAVIN Training and Technical Assistance Project sponsored by the National Criminal Justice Association with support from the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. To register for access to this web site, please visit www.savinonline.org.

Its primary purpose is to serve the technical assistance needs of Administrators who develop and direct automated telephonic victim information and notification systems, often referred to as SAVIN (Statewide Automated Victim Information and Notification) systems. The web site is designed to serve as a conduit for the distribution of SAVIN-related information and materials gathered or developed by the SAVIN Training and Technical Assistance Project. It is also intended to provide a communications forum to afford Administrators, their IT staff and other staff the opportunity to provide peer-to-peer support and cross-education and to foster a national network to enhance effective and efficient delivery of notification services to crime victims.

The SAVIN Online Community web site is a one-stop web presence for state and local SAVIN practitioners, administrators, and project managers. The power of this site lies in its ability to connect and update the SAVIN community on a continual basis. The site uses web 2.0 tools to increase the ability of practitioners to interact and communicate. Practitioners can use forum functions to ask questions and share "best-practice" experiences with one another.

The SAVIN Online Community also includes a Virtual Library, including sample memoranda of understanding, interagency agreements, legislation, training materials, victim/survivor outreach resources, public education and awareness resources and public service announcements (PSAs), and statistical reports.

Practitioners can request training and technical assistance through the SAVIN Online Community, as well as access myriad of SAVIN resources.

SAVIN MISSION, GOAL AND GUIDING PRINCIPLES

Introduction

Nationwide, communities should focus on the rights, needs, and concerns of crime victims. Victim notification services ensure that victims are informed of key activities and events related to their cases and offenders. Access to accurate information and timely notification services is an essential foundation to help meet the needs of crime victims, their families, and communities. These services should be uniform throughout each state, so victims' rights are protected, regardless of who they are, their demographics, the type of crime committed against them, special needs they may have, or where they live.

One mechanism for providing this vital service is a SAVIN program that is based on victim-focused guiding principles, uses state-of-the-art technologies, and provides 24/7 access to trained personnel who can assist them in using the program.

Mission

To serve crime victims and survivors, and enhance public safety by establishing standards and guidelines for comprehensive, automated information and notification services.

Goal

To increase public safety and improve basic justice decisions by ensuring that victims are given timely and accurate information that both enhances their ability to protect themselves and ensures they are able to fully participate in the justice process if they so choose.

Guiding Principles

SAVIN services must be developed and implemented using the following principles as the basis for all decision-making. SAVIN programs must:

☐ Be victim-focused
☐ Be safety-driven
☐ Provide for victim/survivor confidentiality
☐ Provide for autonomy (e.g., the right to access or decline services) without consequences

These guiding principles require each SAVIN Program Manager and stakeholders to review all program decisions for compliance with these fundamental benchmarks:

☐ Is the strategy or decision-making victim-focused?
☐ What ways could the strategy or decisions affect a victim's safety or well-being?
☐ Will the victim remain anonymous or could the victim's confidentiality be compromised in any way?
☐ Can victims choose to participate (or not) on their terms and without negative consequences?

It is imperative that there be representation and direct involvement from victims in each state SAVIN program. This requirement is outlined in the SAVIN Governance Guidelines and Standards section of this document.

BENEFITS REALIZED FROM SAVIN SERVICES

The numerous benefits that can be realized through the effective delivery of SAVIN services for victims, justice professionals and agencies, the community, and policymakers are as follows:

Victims
☐ Improved safety and security.
☐ Increased access to, and opportunity for participation in, the criminal justice process.
☐ Improved mechanism to address legal rights to notification, resulting in victims' increased satisfaction in the justice process.
☐ Access to more timely and accurate information and notification through a variety of options,
☐ Access to trained SAVIN service representatives, if needed.
☐ Availability of notifications across jurisdictional lines,
☐ Reduction of the number of victims who might have previously "fallen through the cracks" by automating a cumbersome process.
☐ Access to easily opt in or out of SAVIN services.
☐ Availability of "real-time" information and notification, 24 hours a day, 365 days a year.
☐ Access to services for traditionally underserved victims, by providing multiple language capabilities and telecommunication devices and adapted language for persons with alternative communication needs.
☐ Access to a trained SAVIN service representative at any time for assistance, and referrals to local protective and supportive community-based services.
☐ Promotion of multi-agency and multi-jurisdictional collaboration among victim advocacy providers, justice professionals, and others to improve information sharing that supports safety, justice, and healing for victims.

Justice Professionals and Agencies
☐ Help justice agencies comply with the legal responsibility of notifying victims.
☐ Realize efficiencies through automation resulting in significant savings of personnel and time dedicated to manual notification services.
☐ Provide startup funds, through BJA's SAVIN grant program, to begin collaboration efforts for automating victim information and notification services.
☐ Help agencies maintain a comprehensive audit trail of all notifications.
☐ Improve the quality and quantity of offender data and specified secured information-sharing protocols designed to extract the highest benefit of these data to promote victim/public safety.
   * Offender data that may have previously been entered multiple times by different agencies can be entered once into a SAVIN program and subsequently be shared.
   * The quality and availability of justice information can be easily generated through SAVIN, e.g. information on trends in incarceration and jail capacity, number and types of offenders and offenses, and numbers of victims registering for notification services.
☐ Notify justice officials and others with a "need to know" (e.g., law enforcement officers, prosecutors, defense attorneys, judges, and witnesses) and who have any concerns for their personal safety related to an offender and have registered with SAVIN, of the offender's custody status, location, and any court events.

☐ Provide accurate information and timely notification about offenders across agencies and jurisdictions, regardless of where the victim is located.

☐ Generate information for audits, program evaluation, and grant reporting, as well as statistical reports to promote accountability to the public, using SAVIN data. The data can be easily generated and analyzed to determine and prioritize recommendations for SAVIN improvements and system reform. Types of data available include:

  • High or low usage of SAVIN (by regions of state) and where outreach may be needed to improve access to SAVIN services.
  • The types of offenders and case information that users are most likely to access.
  • The number of people using the assistance of trained SAVIN service representatives, the types of information they are requesting, and the actions SAVIN service representatives take in response to their requests.

☐ Generate data for grant writing and reporting.

☐ Provide access to technical assistance (TA) to assess the value and effectiveness of SAVIN services from the perspective of the end users and practitioners.

The Community

☐ Increase public safety when victims, witnesses and other at-risk persons are informed about the custody status of offenders through SAVIN.

☐ Utilize the SAVIN program to remain informed of relevant court hearings and events.

☐ Engage the media to use SAVIN for high-profile cases that are especially relevant to community safety and concerns.

☐ Through future development efforts, expand SAVIN to fulfill state requirements for compliance with sex offender notification laws that extend beyond the basic offender custody status information.

Policy Makers

☐ Recognize SAVIN as an effective use of resources that show considerable savings of time, money, and human resources.[3]

  • Research indicates that the top reason given by justice professionals as to why victims' rights are not observed is "lack of resources."[4] Through the efficiencies realized through SAVIN programs, resources may be re-directed to enhance direct victim assistance efforts.

☐ Recognize that savings from SAVIN programs can equate to broader implementation of victims' rights beyond information and notification, across agencies and jurisdictions.

☐ Centralize resources for automated victim notification to reduce overall costs through standardization and economies of scale.

☐ Standardize state-specific resources for victim and community education and outreach about SAVIN through a centralized toll-free telephone number and web site.

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[3] Evaluation of North Carolina's SAVAN System: www.ncgccd.org/pubs.cfm

[4] National Center for Victims of Crime (1996). Statutory and constitutional protection of victims' rights: Implementation and impact on victims. Washington, D.C.: National Institute of Justice

BARRIERS OR CHALLENGES TO SAVIN PROGRAMS

SAVIN programs are not without barriers and challenges. Some of the most significant challenges include startup and ongoing costs, the need for ongoing collaboration among numerous stakeholders, change management, reliability and validity of data and secure information-sharing technologies, and concerns about potential liability. The following is a list of barriers and challenges faced by some states while implementing SAVIN programs. These Guidelines and Standards address how to overcome these issues to successfully implement a SAVIN program.

Costs

A significant barrier to a SAVIN program is the cost. However, there are significant cost savings to be accrued over time and there are ways to overcome the initial cost barrier. Some states that have implemented a SAVIN program have realized cost savings, improvements to victim/witness services, and secondary benefits by streamlining data systems and interagency protocols.

☐ Converting from a paper-based to an automated system, such as a SAVIN program, may require a concentrated startup effort to develop the tools and resources required for a safe and effective SAVIN system. Attention must be paid to the accuracy and security of the information that is transferred or entered, but the investment can have significant financial and programmatic benefits later.

☐ For some jurisdictions, funding has not been appropriated for their intended SAVIN programs or enhancements; however, collaborative efforts of key stakeholders can make a jurisdiction eligible for federal funding to implement or enhance a SAVIN service.

☐ The wide variety of hardware, software, platforms, and data applications necessary to network and secure agency databases can add to the cost of the system rollout, but the standardization and linkages will yield long-term benefits.

Lack of Collaboration

Historical barriers to effective collaboration among victims, advocates, justice practitioners, and technology professionals must be overcome.

☐ The successful collaborative process of establishing a SAVIN program will affirm that agencies and officials have the best interest of victims and public safety in mind and serve to improve information sharing on a broader basis.

☐ Collaboration for system planning and implementation does not always include the most significant end users of SAVIN services (crime victims, witnesses, and other at-risk persons, including advocates and justice professionals). Representatives from these key stakeholder populations must be included and actively involved in all phases of a SAVIN program, especially in its planning phases and in assessing its capabilities and limitations, and be informed how SAVIN benefits them.

☐ Stakeholder agencies must commit time, personnel, and resources to increasing victim and public awareness about the new and evolving SAVIN system and provide planned outreach for traditionally underserved populations (e.g., non-English speaking victims, victims with Limited English Proficiency, victims with disabilities, persons with special needs, and elderly victims).

☐ Timeframes for implementation depend greatly on the ability of key individuals and agencies to adhere to tight schedules, budgets, and protocols that are supportive of one another. If

personnel and resources are not available for the actual SAVIN rollout, the entire implementation plan can be significantly delayed or derailed.

☐ Interagency policies or memoranda of understanding (MOUs) that clarify the roles and responsibilities for implementing a SAVIN program are essential to the successful delivery of services, and serve to streamline interagency protocols, cover gaps, reduce overlaps, and increase the effectiveness of public safety services.

Change Management

The introduction of a SAVIN program will involve change, and it is not unusual to encounter resistance to change. Change management requires a deliberative approach in how to introduce the changes, communicate why they are important, and how they will add value. Examples of value might include cost savings (financial and labor), the facilitation of compliance with legal and regulatory duties, and freeing up time for other responsibilities.

☐ Many agencies and professionals are comfortable with the status quo of victim notification, and fail to recognize the benefits of automation.

☐ Some agencies may insist that all communication with victims, witnesses, and case-related professionals be done on a personal basis by trained agency personnel. However, the automated confidential notifications with 24/7 access to trained SAVIN service representatives and referrals to local victim services readily provide the "human touch" that is a key tenet of victim assistance.

☐ Key personnel may be afraid of using technology to manage sensitive data. These fears must be recognized and overcome through education about security technology for data protection.

☐ New laws or amendments to existing statutes may be required to accommodate automated victim information and notification.

☐ Each state or territory must identify the various stakeholders who need to be educated on how to effectively use SAVIN. Successful implementation of a SAVIN program must include training and ongoing education.

☐ New agency policies, protocols and job descriptions may be required as a part of the implementation of a SAVIN program.

Quality Assurance

It is extremely important that the SAVIN program performs with a high degree of accuracy (valid and reliable data) and regard for the safety and confidentiality of the victim. To ensure that the SAVIN program operates at this level, certain safeguards need to be implemented. It is important that states, tribes, and territories adopt appropriate best practices to safeguard the standards for technology, policies, and procedures. The reliability and validity of offender and case information incorporated into SAVIN systems rely on the accuracy and timely entry of the data. This is an important responsibility for the personnel transferring or entering the data in the SAVIN system.

The lack of existing standardized performance measurements impedes the ability to universally gauge the use and usefulness of SAVIN programs. Performance benchmarks specific to SAVIN are essential to the initial rollout and the long-term accountability to funding sources, end users (victims and others), and researchers focused on how to continually improve victim services and public safety. At the time of this writing, the National Institute of Justice has awarded a grant to

ICF International to conduct a 36-month evaluation of the implementation of SAVIN programs nationwide.

Major goals of the evaluation include "assessment of victim satisfaction with SAVIN programs and enhancements and examination of the non-use of SAVIN programs by victims."

Potential Liability

The legal basis for agency or service provider liability for failure to provide victims with statutorily mandated rights to information and notification is not clearly or fully established as yet by case law. In states with specified methods for compliance with victims' rights and cause-of-action recourse, it is conceivable that liability may be an issue for parties named in the relevant statutes and regulations, except where provisions for acting in good faith or legislated immunity from civil or criminal liability are clearly stated.

SAVIN GOVERNANCE GUIDELINES AND STANDARDS

Governance is key to a successful SAVIN program and provides the environment for collaboration among the different stakeholders who must work together to create and operate a SAVIN program. By using these governance guidelines and standards, each state, tribe, and territory will be able to better maintain the balance between agency-level decision making and broad-based input from the participants and users of the SAVIN program, including the most important stakeholders–crime victims.

RECOMMENDED GOVERNANCE STRUCTURE

SAVIN Lead Agency

SAVIN Program Manager

SAVIN Governance Committee (SGC)
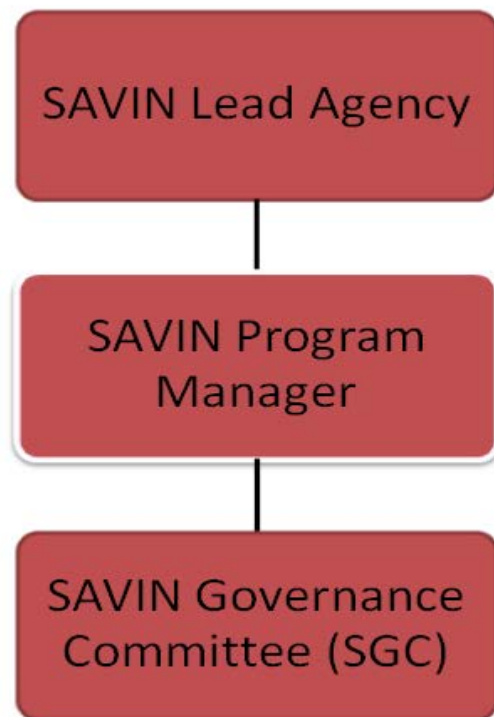
SAVIN Lead Agency

State officials must identify a Lead Agency to responsibly and actively implement and monitor the SAVIN program and services. The Lead Agency must also:

☐ Adopt the mission, goals, and performance measurement objectives for the SAVIN program consistent with federal and state laws, and constitutional requirements with collaborative support from the SAVIN Governance Committee (SGC).

☐ Identify the key stakeholders and establish a multidisciplinary SGC to review and approve the mission, goals, services, communication strategies, critical event management plan, and measurable objectives for fiscal and programmatic accountability.

☐ Determine whether to use an internal technology system or to contract with an outside service provider to implement the intended SAVIN program and its related services. It is important that the SAVIN program adheres to the technical requirements and service standards set forth in this document.

☐ Develop and monitor the program budget to ensure fiscal accountability.

☐ Hire or assign a SAVIN Program Manager who will be responsible for the daily management and implementation of the program, collaborative efforts, fiscal accountability, and development of critical event management plans.

☐ Lead efforts to promote SAVIN to victims and the community.

☐ Identify, contract with, and manage the SAVIN service provider(s). The Program Manager ensures that the SAVIN service provider assigns an Account Manager to report to the Lead Agency on a weekly status on any and all progress and obstacles.

☐ Comply with all fiscal and programmatic guidelines and reporting requirements if the SAVIN program receives federal funds. If the program is not funded by federal grant, it is important that it be designed to collect the required BJA data elements (at a minimum) and include these data in quantitative reports consistent with other SAVIN programs nationally to produce a more reliable summary of the use and usefulness of SAVIN programs nationwide.

☐ Serve as the original grant recipient or sub-grantee and, be accountable to the state's SAVIN funding sources for overall programmatic and fiscal responsibilities.

SAVIN Program Manager

The SAVIN Program Manager is responsible for the management of the program, fiscal accounting, and service delivery. The SAVIN Program Manager will:

☐ Serve as Chairperson and/or facilitator of the SGC, with duties that might include setting meeting dates and agendas; securing facilities for meetings; preparing and disseminating resources, minutes, and reports for meetings; facilitating communication to and among committee members; and other duties as identified by the Lead Agency.

☐ Establish the initial SAVIN goals and measurable objectives with input from the SGC. Further, the Program Manager will develop a project plan, schedule of benchmark events, communication protocols, critical event management plans, and program evaluation strategies with specific methods to determine progress, problems, and needs with input from the SGC.

☐ Develop specifications and configuration parameters for operation and management of the SAVIN program and services.

☐ Communicate with the SAVIN service provider Account Manager and monitor quality assurance, any problems, and the progress of the program, services, and costs consistent with the state law and contracts. This will involve routine communication and semi-annual on-site consultations (one at the host SAVIN program state and one at the site of the service provider's headquarters).

☐ Collaborate with, and receive feedback from, state-level professionals and community stakeholders, including victims and professionals who serve them.

☐ Compile and distribute, at least annually, quantitative and qualitative data and narrative summaries of the SAVIN program services and financial status.

☐ Develop training curricula and resources, conduct train-the-trainer sessions, and implement a skills-based evaluation of the training sessions provided. Training will involve personal instruction but may also include training via other modalities (e.g., webinars, audio-conferences, issuance of hard copy or emailed training bulletins).

☐ Serve as primary liaison to news and social media and other public awareness venues for SAVIN-related promotions and respond to requests for information. The Program Manager will also be responsible for spearheading and controlling internal, interagency and public/media communications in a critical event as set forth in the critical event management plan.

SAVIN Governance Committee (SGC)

The multidisciplinary SGC is responsible, as the advisory body, to the Lead Agency and SAVIN Program Manager for the activities that follow:

☐ Compliance with the state SAVIN mission, guiding principles, and goals.

☐ Implementation of performance measures including programmatic and fiscal controls.

☐ Providing guidance relevant to the collaborative development, implementation, and assessment of the SAVIN program and services.

☐ Collaborative development of the SAVIN program implementation plan, schedule of benchmark events, and communication protocols with specific strategies to determine progress and solve problems.

☐ Development of SAVIN specifications and configuration parameters for program operation and management.

☐ Collaborative development of policies, procedures, and protocols regarding: Lead Agency, interagency communication and collaboration, and end-user levels of authorized access to specified information; compliance with standards for data integrity; availability standards; and protections for victim/user safety, confidentiality, and autonomy.

☐ Development of SAVIN specifications and parameters that define the available types of information and notification, notification recipients, interface methods, data protections and safeguards.

☐ Implementation of SAVIN training and technical assistance curricula and resources, including personnel educated as trainers.

☐ Collaborative development of public awareness plans for the SAVIN program and services, including an annual media relations plan, and specific outreach strategies designed to meet the needs of traditionally underserved populations. Representatives from traditionally underserved populations should be actively involved in developing plans and strategies.

☐ Implementation of the standard reporting and assessment metrics (quantitative and qualitative) to assess the use and usefulness of the SAVIN program and its related services. Assessment strategies should include collaboration with victim advocates to secure feedback from victims, justice agency partners, and other end users. (NOTE: The ethics of human subject protections should apply throughout these activities.)

☐ Creation and submission of SGC meeting minutes and SAVIN reports. Any annual SAVIN reports created by the Program Manager should be reviewed by the SGC prior to wider distribution (e.g., funding sources, state officials and stakeholders, the news media, and the general public).

SGC Overview
Members shall serve at the request of, and shall be governed by, the SAVIN Lead Agency. The SGC should be diverse by gender, culture, ethnicity, age, and geography, and include representation of all SAVIN stakeholder groups.

Continuity is an essential element to a successful SAVIN program. The SGC stakeholder organizations should agree to assign a representative who is competent (technically and/or by subject matter), empowered to represent his or her organization, and committed to serve for a minimum of two years. SGC members will meet regularly throughout their terms, but no less than twice a year, and should be available, as is possible, for other SAVIN events or meetings as appropriate.

The SGC members may establish a Steering Committee or other ad-hoc subcommittee(s) to provide supplemental input and expertise to the SGC, SAVIN Program Manager, and Lead Agency.

SGC Membership
The SGC will be comprised of representatives from each of the major stakeholders in the SAVIN program and services. Examples of these potential members include, but are not limited to:

Crime Victims and Survivors
Victims of crime and surviving family members of homicide victims.

Crime Victim Advocates
Advocates including community-based victim services programs (domestic violence or sexual assault programs, homicide support groups, etc.), system-based advocates (e.g., law enforcement agencies, prosecutors' offices, institutional and community corrections agencies, and social services), community councils or state coalitions), representatives from multi-faith-based services, and other victim assistance programs not affiliated with a grass-roots or governmental entity, depending on their origin and function in the community.

Victim advocates and/or other persons acting in an advocacy capacity who are responsible for meeting the needs of traditionally underserved populations should also be included. Ideally, these members should be from the population they serve.

Law Enforcement Officers

Professionals from local (municipal and county), state, tribal, territorial, and military agencies. Additionally, federal law enforcement agencies may be considered along with sworn personnel from state-level justice and public safety agencies.

Prosecutors

Local prosecutors, state prosecutors, the Attorneys General/Deputy Attorneys General, and U.S. Attorneys/Assistant U.S. Attorneys.

Judicial Officers and Court Administrators

Judges, court clerks, trial commissioners, pre-trial officers, court administrators or managers, and Administrative Office of the Court representatives.

Corrections Professionals

Employees of local jails, pre-trial services, community corrections (probation and parole), prisons, and state-level corrections agencies.

Information Technology Professionals

Inclusion of the State Chief Information Officer (CIO), Agency CIO's and IT staff responsible for enterprise architecture is desired.

Elected Officials or Their Designees

Legislators, mayors, county judge executives, municipal and/or insurance risk managers, public safety commissioners,

SAVIN PLANNING AND PROGRAM MANAGEMENT

Effective SAVIN programs, which require broad multi-agency support, can help increase the safety and security of crime victims, meet state statutory and constitutional requirements, and minimize the costs of keeping victims, their families, and communities informed throughout the entire justice process. SAVIN program management components include planning, implementation, continuous operations, and regular assessments.

The SAVIN planning effort is an ongoing and adaptive process throughout the life of the program. Planning must start with a collaborative effort to determine the overall scope and intent of the SAVIN program, identify the key stakeholders, and determine the general means needed to achieve the desired outcomes. Planning also involves identifying, accessing and securing necessary resources to ensure a successful program. Another important component of planning is the identification of potential critical events that may interfere with SAVIN information or services. Strategies and training activities must be developed to effectively reduce such risks, and resolve and respond to them. The Lead Agency, Program Manager, and SGC will work collaboratively to develop the SAVIN plan in their jurisdiction.

Implementation Plan

This plan defines the rollout process (first 12-24 months) and includes the strategy for technology development and interfaces (build or buy), a detailed schedule for rollout, risk management plans for this process, assessment checklist for conformance with technical and architectural standards, and a detailed budget for the rollout phase.

Operational Plan

This plan defines the process for sustaining the SAVIN program. The operational plan should describe the various inbound and notification services available, outline service level standards and strategies for outreach to traditionally underserved populations (e.g., technological and service needs), policy guides, communication strategies (i.e., internal, interagency and public), media relations, training strategies, and funding plans.

Assessment Plan

This plan defines the measurements of progress and success. The assessment plan includes an approach to comply with the BJA-stated performance measures and may include additional state and local reporting measures that can further enhance the SAVIN operations and delivery of services. These plans will involve both internal and external stakeholders in the SAVIN program.

Critical Event Management Plan

This plan identifies the potential risks to the SAVIN system and related services and delineates strategies for early identification and comprehensive response designed to mitigate potential risks and contain and remedy problems. The plan should include details for the timely restoration of services to pre-critical event standards. Provisions for an after-incident review (AIR) should be included.

IMPLEMENTATION PLAN

Implementation involves the identification and delivery of all tasks necessary to make SAVIN program services available, safe, and effective throughout the states, tribal lands, and territories.

Prior to beginning the implementation phase, the following steps should be completed:

☐ The Program Manager is hired and trained.
☐ The mission, vision, guiding principles, goals and objectives, and measurable outcomes are established.
☐ The SAVIN Governance Committee is established.
☐ The decision about SAVIN program technology (build versus contract with a service provider) is made. The person(s) responsible for oversight of the SAVIN program technology is identified.

The Implementation plan should include:

Overall Strategy

This section will provide the overall approach for implementing the program (internal and external strategies).

Funding Strategy

The plan should detail the sources of funds, requirements for fund disbursements during the rollout and subsequent implementation phases, and options for long-range sustainability. Specific requirements for accounting, procurement, documentation, and reporting should be identified and responsible persons designated.

Schedule of Project Activities

This schedule will outline all implementation activities including the procurement of the software, hardware, development of the training and education materials, and description of the required pre-launch SAVIN system testing.

The schedule for deployment describes the general priority of the order in which identified local and state agencies should be connected to SAVIN; a tentative training schedule and anticipated dates to pilot the services; a media relations and public awareness plan; and the estimated date for full activation and public use of the SAVIN program for those jurisdictions.

The schedule should be detailed, managed, and monitored through a professional software package for program/project management.

Communication Strategy

This plan outlines strategies for initial and ongoing communication protocols with stakeholders throughout the implementation phase. The plan identifies key stakeholders and their contact information, methods of communication (i.e., SGC meetings, conference calls, letters, email, web seminars, and other means), and circumstances of communication (protocols for general updates, notice of meetings or special issues/events, alert of critical events, etc.).

Product Testing Strategy

The plan outlines the approach for testing each service component before placing that service in production. Each agency must verify the accuracy of the data, effectiveness of the protocols, and functionality of the various automated/human services before the SAVIN program can be placed in production for victims who depend on SAVIN information to manage personal safety risks and access to justice. Key stakeholders assist in the pilot testing of the SAVIN services and can provide critical feedback. As is possible, representatives from the end user populations should be included in the pilot testing to ensure that access and delivery of the services operate as intended.

SAVIN Training Strategy

The training should include strategies for educating stakeholders, victims, advocates and justice practitioners, and other relevant community members. Various media and venues should be considered, including classroom training, video conferencing, and other technologies such as web cast training.

All training materials will be reviewed and approved by the SGC. Key stakeholders can facilitate the inclusion of SAVIN services information into their orientation and training curricula, and policy handbooks. This supports the consistency and reliability of the information disseminated for practitioners and victims/users served by them. Further, this supports the use of SAVIN services for practitioners who can benefit from these services for their personal safety, administration of justice, and other uses.

SAVIN program training must include adult learning strategies for educating stakeholders, including victims, advocates, justice practitioners, and other community members. Various media and venues should be considered, including classroom training, video conferencing, web-based training, and other technologies such as web-cast training.

Training curricula and resources should be updated annually or more often if significant changes occur in the SAVIN program, necessitating additional information sessions. Training rosters and data should be maintained by the SAVIN Program Manager. More in-depth information about training is provided in the SAVIN Training Standards section of these Guidelines and Standards.

OPERATIONAL PLAN

The operation of a SAVIN program includes monitoring day-to-day activities to ensure that the identified deliverables are achieved.

Throughout the rollout process, the Program Manager will meet at least monthly with the program staff (internal personnel and/or external service provider) to resolve any implementation issues.

The Program Manager must ensure that the SAVIN solutions operate within desired parameters of the SAVIN Technical Architecture Guidelines (see SAVIN Technical Architecture Standards in this document).

An operation plan must be in place prior to the start of the rollout phase. The operation plan should contain the following:

Funding

The Lead Agency will act as the funding authority for sustainability of the SAVIN program.

The funding section of the operations plan will outline ongoing strategies to ensure that funding for the SAVIN program is sustained in the future.

The Program Manager will comply with accounting procedures and prepare reports to be reviewed by a representative or executive committee of the SGC and submitted by the Lead Agency per the requirements of the funding authority/authorities.

Policy Guide

The policy guide will outline SAVIN policy as it relates to call confirmation and cancellation, notification regarding service interruptions, and liability/immunity for participation between the Lead Agency and the participating agencies. Service level agreements, minimum infrastructure requirements, and other program policy decisions will be developed and revised as needed over the course of the program.
Ownership of the data used in SAVIN is retained by the originating agency. The SAVIN program is the custodian of the data, which are used to provide automated notification and information to victims and other protected parties. The SAVIN service provider, if used, cannot sell or otherwise share the provided data specifically for purposes of implementing the SAVIN program for the state or territory.

Communication

The communication strategy will outline all ongoing communications between the Lead Agency, the SGC, the participating agencies and key stakeholders, end users, and the news media. The plan must include both internal and external communication strategies for the anticipated variety of circumstances for which information may need to be disseminated.

The media's perception of the SAVIN program may have substantial effect on the program's use, usefulness, and effectiveness. Routine information about the SAVIN program for media release can increase accurate victim and public awareness of the available services and how to access those services. This regular communication also promotes public and media understanding of the need for and functions of the SAVIN program and its related services. A statewide media roster should be developed and annually updated. Should a critical event occur, the nature of media interest demands rapid and accurate response with factual data provided. Therefore, a strategy for responding to media inquiries should be included in the communication plan. This strategy should outline a process for managing the release of information as it relates to routine updates and those periodic media inquiries. The plan will define who should release information, what should be released, and when it should be released. As would be appropriate, key stakeholders should receive the same information or an early release of media advisories so the respective agencies can be informed and respond as needed (e.g., they may need to prepare for an increase in calls for information or services).

Training

The training must include strategies for educating stakeholders, including victims/survivors, advocates, justice practitioners, and other community members. Various mediums should be considered, including classroom training, video conferencing, and other technologies such as web cast training.

Service Standards

Service standards must be established between all participants to ensure consistent and reliable delivery of a SAVIN service. The standards include operation standards for the service, technical support standards and availability, timeframes for notification of problems/critical events, reasonable response times for problem resolution, tracking of problems to resolution, trained operator metrics, and other key operation metrics as defined by the Program Manager and approved by the SGC.

ASSESSMENT PLAN

Every successful SAVIN service program must have objectives that are demonstrated through measurements of expected outcomes. Both quantitative and qualitative data are necessary to ensure comprehensive understanding of the SAVIN program and its ability to function as it is intended and/or needed by victims and other at-risk persons.

Outcome measures, consistent with the Government Performance and Results Act (GPRA Public Law 103-62), should initially be recorded and tracked monthly and subsequently, and no less than annually. All strategic planning related to SAVIN development and implementation should strongly consider a variety of measurable performance outcomes throughout the early planning phases. Quarterly reporting can facilitate ongoing planning and improved implementation. The SAVIN service provider will be required to provide a secure web-based reporting tool that will track detailed statistics about the performance of the program. Those data should include all required data and, ideally, recommended data as well. If not, the recommended supplemental data may need to be collected by alternative sources, but reported along with the required data. Data collected from victims and other end users should be done in collaboration with professionals trained on the ethics of human subject protection and victimology.

Performance Metrics

The monthly and annual statistics will include, but are not limited to:

☐ Total number of agencies participating.
☐ Number of inbound and outbound calls.
☐ Number of subscribers and registrations (e.g., phone, web, or other).
☐ Number and types of notifications.
☐ Number of confirmed notifications.
☐ Number of callers who request assistance via TTY and/or TDD, text (SMS), or email based on American Sign Language (ASL) messaging as requested by victims/registrants who are Deaf or hard of hearing and, upon request, number of callers who request assistance in languages other than English.
☐ Number of callers who seek operator assistance for registration assistance, answers to questions about offenders and their location/status, and/or referrals to victim services and/or resources:

- Victim assistance programs.
- Community service programs.
- Other relevant resources and services for victims.

☐ Average number of notification attempts prior to a successful notification.
☐ Number of transaction types with differentiation between advance and instant notification (where appropriate):
- In-bound: phone and TTY/TDD (or other ASL communication type-text).
- Out-bound: letter, email, SMS/text, phone/emergency override line (EOL), and TDD/TTY or text.
- SAVIN service representative assistance calls, including: number/types of calls per shift (three shifts per 24 hrs); average wait time; number of calls; dropped calls/abandonment rate; and referrals (requested and provided).

☐ Number of notifications for each transaction type.
☐ Number of notification attempts.
☐ Number of subscribers registered.
☐ Average monthly notification types.
☐ Number of desired transactions capabilities and the notification capacity (by transaction type).
☐ Number and type of media and/or public awareness events and activities (e.g., press conferences, public service announcements, press releases).
☐ Number and type of outreach through social media venues.
☐ Number and type of products developed and disseminated.
☐ Average annual variance in usage by victims/subscribers.
☐ Usage by jurisdictions, if possible (e.g., counties, judicial districts).
☐ Victim/subscriber satisfaction with and recommendations for the SAVIN program.
☐ Justice and stakeholder satisfaction with and recommendations for the SAVIN program.
☐ Number and type of training events, number of attendees, and findings from participant evaluation of the training events.

Note: Programmatic performance measures are not always the same as those required for BJA or other federal grant reporting source. Required and recommended data should be reported separately, if so stated by the funding source, or combined in a logical format to better depict the use and usefulness of the SAVIN program.

CRITICAL EVENT MANAGEMENT (CEM) PLAN

Despite careful planning and strategic implementation of SAVIN programs, critical events or occurrences can block victim access to important information, generate erroneous information and/or notifications, or preclude delivery of victim services. **A critical event is defined as "a failure in the notification or information delivery system and/or supporting systems; this failure may involve one or more functions that need immediate attention."** Critical events may be major or minor; however, for victims who fail to receive timely, accurate notification, or who receive erroneous information, any such event may be a crisis, if not a life-threatening occurrence. Consequently, critical event management (CEM) is a core function of any SAVIN system.

Every SAVIN Program Manager and SAVIN Governance Committee (SGC) must, at a minimum:

☐ Identify his or her unique list of potential critical events based on the negative impact that such disruptions or failures (e.g., interruptions in services, barriers to timely notification, and/or generation of inaccurate information or notification) could create for victims and registrants, employees, and other stakeholders. Specific persons and agencies potentially affected should be identified so plans can be tailored to reduce risk and identify resource personnel for problem resolution.
☐ Identify the CEM plan and process in conjunction with SAVIN planning; thereafter, regularly review and update the plan and process in tandem with the SAVIN provider(s) and key stakeholders, including victim advocates.
☐ Delineate individual and agency responsibilities to identify and respond to a critical event; and prepare communication strategies for implementing these plans with sufficient detail.
☐ Train staff members to respond promptly and take corrective action as efficiently and effectively as possible. CEM plan training should be reinforced, at a minimum, annually and after any changes to the CEM plan. Key stakeholders should be trained and updated about any revisions to the original plan.
☐ Share the CEM plan with other stakeholders in advance of a critical event to show transparency, gain feedback and input, and help foster trust that when/if an event occurs, they can be assured that processes are in place to address and remedy the problem.
☐ Describe the strategy for after-incident review (AIR) of any critical event to share understanding of the root cause, assess the response and recovery, and plan to reduce future risks and increase effectiveness of responses.

Goals of a SAVIN Critical Event Management Plan
☐ Protect and support victims' rights and confidentiality related to information and notification, and reduce the risk of re-victimization in cases of a SAVIN system critical event.
☐ Ensure the continuity, integrity, and quality of information and notification services for victims and other at-risk populations.
☐ Establish system-wide assessment capability and accountability.
☐ Identify SAVIN/stakeholder system and protocol vulnerabilities and develop capabilities to reduce the likelihood or impact of a critical event.
☐ Develop plans that facilitate the response and recovery efforts and help all parties to understand what to expect before, during, and after a critical event.

☐ Increase the capacity of all SAVIN stakeholders to promptly identify and report problems and enable a timely response to correct the problem.

☐ Reduce the risk of critical events by establishing protocols to assess CEM methodology and response, and develop recommendations, action plans, and performance measures.

☐ Promote collaboration and authorized, secure information-sharing between justice and victim services stakeholders for the purposes stated above.

To fulfill these goals, every SAVIN program must describe CEM responses and resources, including how to identify a potential or actual critical event; specifically contain and mitigate the consequences of a variety of critical events; and communicate throughout the duration of the critical event. CEM occurs in three phases:

1. Pre-event planning and preparedness

2. Event monitoring and response

3. Event recovery

Critical Event Management Framework

The CEM framework helps SAVIN administrators and SGCs plan for potential problems, mitigate consequences, and restore services related to a critical event. If applicable, the CEM system should be established in close collaboration with the SAVIN service provider and relevant provisions included within service level agreements prior to its implementation. The following framework defines the key elements of a CEM system, including pre-event planning and preparedness, response, and recovery.

	Action	Activities
Pre-event Planning and Preparedness	Planning	Collaboratively document strategies to describe how the organization and its resources will be used to accomplish event prevention, management, recovery, and post-event assessment. Designate and maintain updated contact information for the Critical Event Response Team—the individuals responsible for responding to events.
	Preparedness	Develop and implement a variety of plans and the resources needed to effectuate the responsibilities involved. No plan is executed exactly as it was conceived and intended. People succeed when they are well-informed, practiced, enabled, and capable of responding to both the expected and the unforeseen elements that can occur.
	Training	Collaboratively develop training curricula and practice exercises, including strategies and resources for executing operational procedures on potential scenarios. Train all staff and stakeholders with direct and indirect responsibilities for detection and management of events.
	Practice	Conduct skills-based practices on responses to various event scenarios. These practices are imperative for staff at all levels. Conduct these activities and update relevant personnel on a regular basis, well in advance of any potential event.

	Equipment	Identify essential and backup equipment and related resources to respond to a variety of events. Set policy to secure, maintain, and ensure accessibility to resources and equipment. These resources, including anything needed to serve or communicate with persons needing special services, must be periodically tested and documented as functional, needing repair, repaired, and/or replaced.
	Stakeholder and Public Information	Develop protocols for internal and external communication with key stakeholders, SAVIN users, the news media, and the public. Draft sample messages as guides for alerting SAVIN users and the media to a variety of events, and provide phone numbers for reporting and receiving information during and after the event. Structured two-way communications must be operational on a regular basis before, during, and after any critical event.
Event Monitoring and Response	Compliance	Conduct periodic reviews to assess adherence to protocols, laws, and regulations. Promptly take and document any corrective action. Update relevant personnel as needed.
	Response to Restore Services	Service Monitoring – Identification of missed or erroneous information and/or notifications due to failure of the automated system, or due to human error. Commit the appropriate personnel and resources to restore service(s) to a standard level within a prescribed timeframe. Additional efforts should be made to provide registered SAVIN users with information and support services as needed. Communication with SAVIN users may be facilitated through key stakeholders who have received SAVIN training that included information on their (voluntary) responsibilities during and after a critical event.

Event Recovery	Recovery	The recovery process requires a resolute sense of purpose on the part of managers to overcome unforeseen obstacles that arise, the discovery of the root causes, documentation of the response strategies deployed, and "lessons learned." The recovery process is not resolved when technology is restored; it continues through debriefing of response personnel, updates for users and the public, restoration of relationships with key stakeholders, and measures taken to prevent similar failures in the future.

Table 1: Framework to Define and Develop a Critical Event Management System

Examples of Potential SAVIN Critical Events

Type	Definition
Corruption of Data	A hardware or software failure that could result in incorrect or missed notifications. Some events that result from these problematic notifications may be considered crises or pose a public safety risk (e.g., offender escape or erroneous release, service of a protective order on a respondent/abuser), while other failures may not (e.g., interruptions in notifications related to court hearings).
Erroneous Notification	Generation of incorrect information.
Notification Failure	Failure to generate a notification to a SAVIN registrant (e.g., an offender's release from custody, protective order served, or notice of an upcoming court event). These events could range from low- to high-risk.
Inability to Send or Receive Information	A disruption in the transmittal of SAVIN data (e.g., transmission lines unavailable or connectivity issues, changes in booking systems, or computer/hardware failures). This could occur from the source agency to the service provider and/or from the service provider to the authorized recipients.
Security Breach	Unauthorized entry to any component of a SAVIN system.
System Failure	A loss of electricity or other event that could result in catastrophic failure of data transmission (e.g., cut communication lines, outages from severe weather, or equipment malfunction or failure).

Table 2: SAVIN Critical Events Type and Definition

Levels of Criticality

Level	Definition
I: High	Involves risk to the safety and well-being of victims, other registrants and/or the general public. Example: erroneous or missed notifications regarding offender escape or release from custody, or protective order served on an abuser/respondent.
II: Mid	Involves risk to the well-being of victims and other registrants. Example: erroneous or missed notification about bond hearings or an offender's transfer between facilities.
III: Low	Involves erroneous or missed information that is wanted or needed by victims and other registrants, but would not necessarily affect their safety or well-being. Example: problems with certain court event notifications, e.g., pending hearings, continuances. Note: Levels II and III can run the range of criticality depending on the type of event and need to be assessed accordingly, e.g., an offender could be transferred to a location closer to the victim and pose a high risk for escape, or the outcome of a bond hearing could mean the release of an offender from custody prior to records updates on release.

Table 3: SAVIN Critical Events - Levels of Criticality

Risk Management Framework

The cornerstone of a CEM system is its risk management framework, which establishes the processes for combining vulnerability, threat, and consequence information to produce a comprehensive, systematic, and rational assessment of risk. The risk management framework is structured to promote continuous improvements capable of enhancing the effectiveness of CEM functions and responses. Table 4 describes activities to establish an effective risk management framework. A policy for periodic review of all activities specified below should be developed.

Action	Activities
Establish Security Goals	Identify and define the SAVIN system's intended outcomes, conditions, and performance targets.
Identify Assets, Systems, Networks and Functions	Develop and maintain an inventory of the assets, resources, vulnerabilities, systems, networks, and functions.
Assess Risks	Determine potential risks and vulnerabilities by evaluating direct and indirect consequences of potential critical events.
Prioritize	Establish priorities based on potential safety risks and determine which protection and business continuity initiatives can provide the greatest mitigation (reduction) of risk.
Implement Protective Technology and/or Programs	Identify protective actions or programs to reduce or manage the risk identified, and secure the resources needed to address priorities. This includes identification of persons and clarification of roles, responsibilities, and accountability measures.
Measure Effectiveness	Establish both quantitative and qualitative evaluation measures. Exercise procedures to routinely assess progress, access to needed resources, and the effectiveness of the CEM system.

Table 4: Activities to Establish Risk Management Framework

Special Issues for Critical Event Management Response Personnel

Critical events generally result in numerous calls to the host SAVIN agency and key stakeholders. Callers are often upset, perhaps very concerned for their safety and the safety of their family members, or confused about the information they may or may not have received. Nearly every call may be crisis-oriented, and the volume of calls may be extremely high. Therefore, the nature and intensity of the experiences of personnel responding to the needs of callers should be recognized and addressed before, during, and after any critical event.

All key staff should be informed with the most up-to-date information regarding the situation. It may be necessary to provide them with written information they can use when talking to victims to describe what is happening, e.g., briefing documents, sample scripted messages, etc.

Because the duration and magnitude of each critical event vary, it may be necessary to have additional staff on call to enable rotation of personnel. This strategy supports seamless coverage by trained employees and allows for a continuing standard of care in meeting the needs of callers.

It is critical that all CEM personnel receive advocacy-based crisis intervention training to respond in the most caring and effective manner to callers seeking information and assistance. This training should occur prior to any critical event and be repeated periodically to reinforce the agency's protocols and processes for handling notification malfunctions.

In cases of erroneously generated notifications, all personnel who respond to victims must understand that, although errors in notification may have occurred, *not every notification may have been a mistake.* It is critical that no blanket statement be made, such as "Please disregard the notification call" or "all calls were made in error." The status of each case must be validated individually to ensure that the most accurate information and referrals can be provided to victims for their safety and well-being.

All agency staff in a position to talk with crime victims on a regular basis should already have completed basic victim services training and been advised of available employee support and services related to vicarious trauma. Other personnel can benefit from basic training on victim issues and the potential impact of a critical event on all parties involved, including potential vicarious trauma of personnel responding to the CEM.

It is important to recognize that some personnel, especially those directly responding to the critical event and communicating with victims, may themselves be crime victims with concerns for their own safety. Some of them may have also received or been prevented from receiving notification regarding their personal cases. They may have to face this personal history at work or when they arrive home after work, experiencing some of the very same reactions that the callers they have been supporting have expressed. Others may have been through other personal experiences that could give them a heightened sensitivity to the impact of the critical event on victims. Therefore, it is important to advise all personnel—prior to, during and following the event—that competent and confidential support is available to them to assist with their own personal experiences related to any such event.

SAVIN SPECIFICATIONS AND CONFIGURATION

The SGC will provide guidance on the configuration and content of information and notifications to be made available to victims, at-risk persons, and others with a need to know. Further, the SGC will make recommendations regarding SAVIN information, notification, and configuration service options.

SAVIN Information and Notification Types
SAVIN information and notification types may include, but are not limited to, the following:

☐ Custody status
- Booking
- Pre-trial
- Pre-conviction
- Post-conviction
- Temporary release (e.g., to attend a court hearing)
- Change of location or transfer to less or more secure custody
- Transfer to another state or jurisdiction
- Release
- Escape
- Recapture following escape
- Death

☐ Court events and hearings (pre-trial, court, probation/corrections/parole), motions for release or amendments to current case or offender custody status, etc.

☐ Final disposition(s)

☐ Post-conviction events
- Parole/probation hearings
- Parole/probation revocation hearings
- Parole/probation status changes
- Clemency hearings
- Appellate-level hearings

☐ Orders of protection, notification of service on the respondent, hearings, and pending expiration of protective orders (e.g., domestic/sexual violence, stalking, and no contact orders).

☐ Illegal attempts to purchase a firearm or ammunition by persons
- Convicted of a felony or certain misdemeanors
- With mental health issues

☐ Active domestic violence protective orders that comply with federal and/or state laws, and other court orders involving stalking, no contact, or conditions of bond.

(See Appendix B for a complete listing of types of victim information and notification.)

SAVIN Registration/Notification Options
SAVIN configuration options include, but are not limited to:

☐ Registration approaches for crime victims and other authorized users

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- Telephone/Interactive Voice Response (IVR) or TTY
- Agency
- Internet (web site and/or email)
- Victim advocates and justice professionals
- Trained SAVIN service representatives

☐ Registration for victims through jail, case records or victim management information.

☐ Use of a secured Personal Information Number (PIN). The system must have a functional capability of generating messages using a PIN or other means of positive identification of the call recipient. Each registered victim must be given the option of selecting her/his own secured PIN to receive outbound notifications. The number may be used to acknowledge receipt of information or to accept notification by the SAVIN system. Entry of the PIN should cancel subsequent notifications to that specific delivery address.

☐ Call cancellation policy, i.e., clarification of procedures and authorized personnel who will be allowed to cancel information or notification calls, and under what circumstances.

☐ Language availability (including Deaf-friendly adaptations)
- Automated scripts
- Trained SAVIN service representatives
- Printed materials
- Availability of translation services

☐ Service options for trained SAVIN service representatives
- Languages supported (including Deaf-friendly adaptations)
- Training requirements
- Information provided
- Service level standards
- Agencies and procedures for referrals and advocacy consultation if needed (e.g., local, state, national and federal victim assistance agencies and programs).

☐ Notification calling patterns for each type of notification
- Alternative notification technologies and approaches based on the type of notification and needs of end users
- Telephone
- Letter
- Fax
- Email
- TDD/TTY
- Short Message Services Device (SMS) or text-capable

☐ Feedback notification protocol when delivery of the primary notification cannot be confirmed.

☐ Optional feedback opportunities for end users and practitioners to report missed notifications or system problems (e.g., via SAVIN service representatives or emergency operations personnel).

SAVIN TECHNOLOGY STANDARDS

SAVIN systems have a vital role in the provision of accurate, timely, and relevant information to victims. Additionally, as SAVIN systems become a more integral function of the Criminal Justice Information System (CJIS) enterprise, the data contained in these systems can become part of a more comprehensive compilation of information available to victims and others within the criminal justice system.

Access to this crucial offender information is possible through the consistent use of SAVIN technology solutions. Information sharing for SAVIN includes implementing:

☐ Key policies (such as those related to privacy/security)

☐ Relevant national information sharing standards as recommended by DOJ's Global Justice Information Sharing Initiative (Global), such as Global Reference Architecture (GRA), National Data Exchange Model (NIEM), and Global Federated Identity and Privilege Management (GFIPM)

☐ SAVIN IEPD/Service Specifications and other currently available technologies that support SAVIN business processes

Business Processes Related to Victim Information and Notification Technology
Statutory requirements to notify victims of specific events in the criminal justice process exist in all states and at the Federal level in the U.S. Most criminal justice agencies are required to provide notification to crime victims, witnesses, and interested parties. Notifications can be automated and provided through various methods (telephone, email, text/SMS, TTY/TDD, and/or mail) and add complexity to the overall SAVIN business process.

Victim information and notification systems do not control or determine the timeliness of the notification message to the victim. The delivery of notification is determined by the timely entry of data into the originating system and the delivery mechanism used. The notification system is, however, responsible for the processing and delivery of a notification to the victim(s) and other registered users. Audited communication channels must show the origin of the message, the means of delivery and the date and time that the system provided the message to the victim or interested party.

System/Data Administration/Management
To support SAVIN business processes, the overall SAVIN architecture should support the ability to share data among multiple data sources. The solution must accept data from the participating agencies' existing JMS, OMS, and CMS systems and be able to process the respective data to provide information and notifications. In no way should the SAVIN solution dictate a standard for a JMS, OMS, or CMS system. An Enterprise Architecture (EA) model should be considered in the system and data management which aligns with the overall program strategy. An EA model as it relates to the management of systems and data falls into multiple layers as shown below in *Figure 1*.
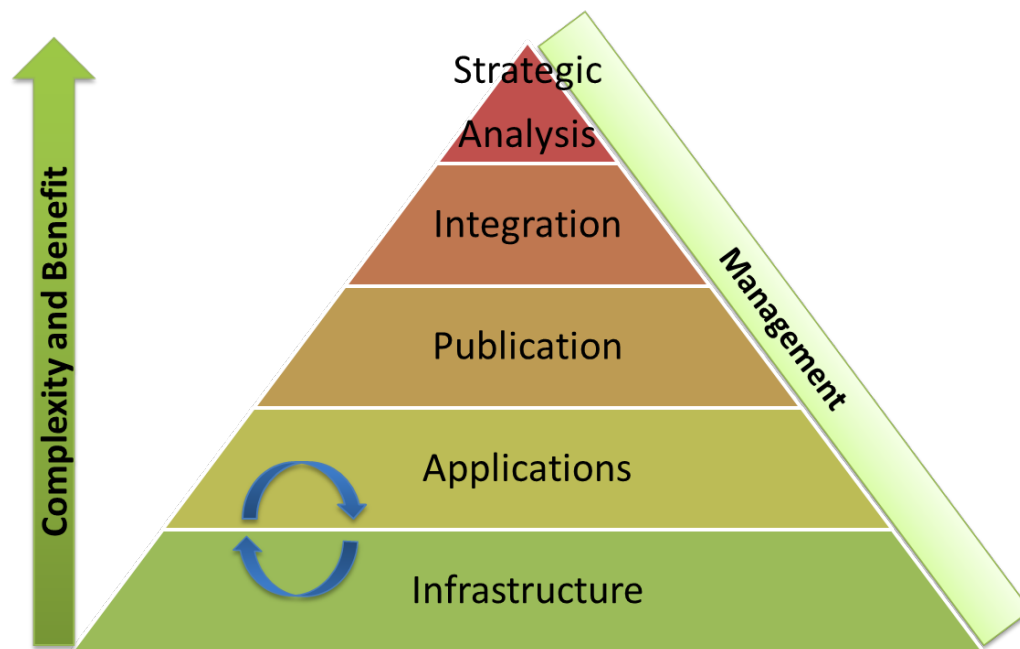
Figure 1

Each layer builds on the layer below in the pyramid. The complexity of the technology environment, as well as the business value, increases progressively in each layer toward the top of the pyramid. Early identification of the potential changes in the different layers through the planning process provides input for tactical project planning and helps manage the overall rate of change in the environment. Each SAVIN Program Managers should understand the value of this pyramid and work with his or her IT staff to ensure that they have complete understanding of what makes up each layer and how it supports the overall program strategy.

The following details describe each of the pyramid's layers.

Infrastructure Layer

Infrastructure components provide technology solutions that deliver, secure, and run business systems. Examples of these infrastructure components include:

☐ Firewall systems that isolate system resources from unauthorized systems

☐ Intrusion-detection mechanisms within the network environment

☐ Certificate or token systems that provide message surety to users and systems outside of the secured environment

☐ Backup systems that provide information- and system-recovery capabilities

☐ Data center design that provides consistent support and operational service to the agency users

☐ Workstation equipment sufficient to support the agency business applications

☐ Network infrastructure that provides connectivity to internal and external agencies

These infrastructure components provide the foundation upon which the business applications layer operates. Many components within the infrastructure layer directly affect the applications layer.

Business Applications Layer
Applications software components provide specific computer system solutions that meet the core business needs of SAVIN programs. Examples of applications components include:

☐ Line-of-business applications supporting specific SAVIN program business needs

☐ Expanded application offerings providing new capabilities to SAVIN program users

☐ Defined interface requirements provided to SAVIN service providers and development staff with clear guidance for SAVIN program transactions with acquired and existing systems

☐ Database management systems used to store data within the business applications

These applications support operations for SAVIN program agencies, and directly affect the infrastructure layer by creating and altering infrastructure requirements based on application requirements. The applications layer also forms the foundation upon which the publication layer distributes information.

Publication Layer
Publication components provide information to SAVIN program users from existing systems. Examples of publication components include:

☐ Secure web portals providing access to existing information

☐ Indices enabling complex searches and faster access

☐ Global search engines providing single-point access

☐ Data-transformation services delivering aggregated information to users

☐ Subscription and notification systems providing mechanisms to notify users that information is available

☐ Standard reports generated from the business applications

The publication layer communicates the information gathered by the applications layer to the internal and external justice agencies in a useful manner. Automated communication through subscription and notification mechanisms can form a rudimentary integration framework. However, the integration layer provides a more robust platform from which to exchange data among agencies.

Integration Layer
The integration layer expands upon the capabilities in the publication layer by moving the information from one system to another as part of a business process. Information exchanged in this manner frequently forms the basis for automated action within the business application and

process. Integration components exchange information between existing systems. Examples of integration components include:

☐ Batch interfaces that move information between systems at predetermined times

☐ Real-time interfaces that move information between systems as the business system records the information

☐ XML structured documents providing flexible interfaces that contain varied data and allow common interface paths.

The integration layer also creates capabilities used by the strategic and tactical analysis layer by enabling data collection and aggregation during business processing.

Strategic and Tactical Analysis Layer

This layer represents the "top" of the pyramid and is also the most difficult to attain. It depends upon all the underlying layers to function correctly and provide the information necessary to conduct the analysis for critical decision making. Analysis components provide complex relational information to SAVIN program users from existing information systems. Examples of analysis components include:

☐ Summary data sets used to build comprehensive data warehouses for offender information

☐ Decision-support systems, which represent the most complex form of criminal justice system aggregation and utilization and generally use this warehoused data that include offender data, victim and witness information, statistical information, work flow and outcomes

☐ Analytic tools, including management and reporting capabilities that report caseload, case flow, and staff information in a presentation for the user

The business value created by using information from this layer is very high, but the cost, difficulty, and management necessary to achieve the desired results from the investment are also high.

Governance Layer

The management or governance components represent the complex tasks of managing IT investments, projects, and service delivery. As shown in the pyramid, the management layer runs throughout all other layers to ensure proper operations and coordination. While this layer does not represent a particular technology component, proper technology management ensures that the technology employed meets the business needs in a sustainable manner through planning, standards, and oversight. Examples of the management components include:

☐ Organizational structures, processes, standards, and guidelines in place to plan and select projects, as well as monitor the agencies' overall IT investment

☐ Documented and enforced project management standards and processes

☐ Trained project managers who administer the project within the technical environment based on the project management standards and processes

- ☐ Identification and management of inter-project dependencies
- ☐ Use of defined systems development standards and methods

Systems and Technology

In order for a SAVIN system to provide accurate, timely and relevant information and notification end users, two types of systems must be involved:

1. The originating system that generates the data
2. The victim information and notification system that receives the data provided, translates the data, and delivers the information via automated notification

There are many criminal justice system agencies that send data to a SAVIN system, which serves essentially as a communication mechanism to provide information and notifications to end users. Any automated victim and information system, therefore, must have the capability to receive data from multiple information management systems utilizing different types of technology, accurately translate the data received, and deliver timely notifications to a registered victim or other end user.

Information management systems and technology required to support a victim information and notification service include the following:

- ☐ Jail Management Systems (JMS) are used by local and county jail facilities to manage individuals who are incarcerated in their facility, and include information important to victims such as: offender name and demographics, date of incarceration, projected date of release, bail or bond information, release date, etc.
- ☐ Law Enforcement Records Management Systems (RMS) are used by local law enforcement agencies to record crimes and incidents and report the progress of investigations. Examples of information contained in these systems include victim and witness information, suspect or arrestee data, addresses charges and disposition information.
- ☐ Offender Management Systems (OMS) are typically seen in prison settings and are used for managing offenders during incarceration. Examples of the data housed in these systems that would be important to victims includes: offender name and demographics, location of offender, type of sentence, length of sentence, projected release date, parole hearing dates, hearing outcomes, dates of release, revocations, dates of re-incarceration, etc.
- ☐ Case Management Systems (CMS) are most often used by a prosecutor's office, court, or probation and parole agencies, and can provide a victim information and notification system with details about events such as hearing dates and times, updates or changes in charges, or the disposition of a case.

Connectivity

Since all above systems send data to the SAVIN system simultaneously and continuously, connectivity addresses how remote facilities physically access the provider's SAVIN hosting facility to send data. The SAVIN system must effectively integrate information from multiple systems, and therefore must be able to use various types of communication methods to connect with remote systems, while maintaining the security and integrity of the data. Whenever possible, the SAVIN

system should use a State's network infrastructure, and adhere to all cyber security requirements and identity management rules such as requirements on usernames and passwords.

A SAVIN system should allow users to locate offender information in a format that is easy to access, efficient, easily understood and convenient for them. Registered users who wish to receive automated notifications should have multiple options available for delivery and receipt of the information. Users should be able to choose one or more methods, to increase the chance of guaranteed delivery of the information critical to their safety. Information and notification methods should include the following:

☐ Telephone - SAVIN systems should provide an Interactive Voice Response (IVR) capability for inbound communication. The IVR system must be able to handle multiple languages spoken by system users, either by in-house operators with translation skills or by the use of an outside vendor for translation. The system must have sufficient capacity to ensure that it will generate no busy signals or dropped call situations during an inbound call. The technological capabilities must ensure that users can search for an offender and register for notifications using only a telephone while also providing for the ability at any time for users to reach a live operator/customer service representative to assist them.

☐ Outbound phone communication in the form of notification must be initiated within 15 minutes after the data are received by the victim information and notification system. Outbound systems must have the ability to initiate notifications to as many phone numbers as may be required to ensure that any and all registered users receive notification immediately. Although not required, utilizing Text to Speech (TTS) and Short Message Service (SMS) capabilities to pronounce the variable information would provide for a more effective SAVIN system and are highly recommended.

☐ Web Portals -SAVIN systems should provide public access to information through a web portal. The public access portal must be able to provide access to only offender information as allowed by the laws governing the jurisdiction and in accordance with agency policy. SAVIN systems must also provide a secure administrative portal through which monitoring and managing the system can occur. Both web portals should conform to Section 508 of the Rehabilitation Act (29 U.S.C. 794d). All video content on websites should include closed-captioning for hearing impaired end users.

☐ Email - SAVIN systems must provide the capability to automatically send outbound email notifications of events to registered users. Emails must be sent within 15 minutes after the data are received by the victim information and notification system.

☐ Telecommunications Device for the Deaf (TTY or TDD) - SAVIN systems should provide, at a minimum, the capability for automated TTY or TDD services for registered users who are Deaf or hearing impaired. The SAVIN system must be able to provide the same information on an inbound call and outbound notifications for TTY or TDD as available through the IVR capability. The scripts for notifications to hearing impaired system users must be adapted in collaboration with representatives of the Deaf community. The TTY or TDD services must be scalable so that the system provides minimal busy signals during an inbound call attempt and provides the capability to make all outbound TTY or TDD notifications within 15 minutes of the data being

received by the victim information and notification system. Other adaptations may be recommended for SAVIN systems by representatives from the Deaf and hearing impaired community in collaboration with the state SAVIN Program Managers and representatives from the SAVIN Governance Committee (SGC) and SAVIN service provider.

Information Sharing Standards

Information sharing standards reduce unnecessary (and potentially wasteful) variation in the technology portfolio by establishing and enforcing best practices. Each of these standards is a necessary component for effective governance of a SAVIN technology portfolio. The standards initiatives described below provide highly relevant applications for SAVIN systems.

☐ National Information Exchange Model (NIEM)

NIEM is a foundation for information exchange. It offers a common vocabulary so that when two or more people talk to each other, they can exchange information based on common words that both understand. This standard provides a data model, governance strategy, methodologies, training and technical assistance to assist users in adopting a standards-based approach to exchanging information.

NIEM's common vocabulary of terms features an information exchange platform allowing different systems to communicate without the development of custom or "stovepipe" solutions for SAVIN purposes. NIEM exchanges exist for many of the frequently utilized justice and public safety information sharing transactions, and can be leveraged by SAVIN systems to effectively enable information sharing across internal systems, as well as with other partners and jurisdictions. Additional information on NIEM is available at www.niem.gov.

☐ Global Federated Identity and Privilege Management (GFIPM)

GFIPM provides a framework for identification/authentication, privilege management, and audit to access applications. GFIPM methodology can be utilized to ensure that security and authentication policies are enforced throughout the system since it provides the definition and management of access privileges to the applications and data contained in the systems involved in the victim information and notification applications and databases. It also provides the efficiencies of a single sign-on protocol for all authorized system users, avoiding redundancy and providing cost-reduction savings. Additionally, eXtensible Access Control Markup Language (XACML) provides a standards-based infrastructure for exchanging information about the access control and privacy policies of protected resources in terms of the elements in the metadata model.

SAVIN systems can leverage Security Assertion Markup Language (SAML), which is an XML-based framework for specifying authentication information about a user. It allows for assertions to be made regarding the identity, attributes, and entitlements of each user. These assertions are passed from one business entity, Partner Company, or application to another. The audit aspect of GFIPM helps determine what information is needed or required for the purposes of auditing systems, systems access and use, and legal compliance of data access and management practices.

☐ Global/Justice Reference Architecture (GRA)

GRA provides a proven template solution and a common vocabulary with which to discuss implementations (often to stress commonality). It leverages the best practices of industry and, more specifically, the Organization for the Advancement of Structured Information Standards (OASIS) Reference Model for Service-Oriented Architecture (SOA). The GRA, based on long-time industry standards and best practices, links the various standards available, such as NIEM and GFIPM, and provides a consistent, uniform approach to managing technology resources to support information sharing. GRA also supports the necessary linkage between systems interacting with the victim information and notification systems. Deliverables from the GRA project can help with developing business architecture (e.g., service identification and design guidelines), information architecture (service modeling guidelines), and technology and solutions architecture (execution context guidelines and service interaction profiles) components. The GRA approach utilizes a natural and cohesive grouping of technologies, standards, or techniques in meeting service development requirements.

☐ SAVIN National Standard

Work performed by industry and subject matter experts in 2011 resulted in the development and testing of a Victim Notification (VN) Service that standardizes automated information sharing for victim information and notification and serves as the SAVIN National Information Standard (SAVIN National Standard). The Victim Notification (VN) Service is National Information Exchange Model (NIEM) and Global Reference Architecture (GRA) conformant which includes data elements and definitions for the exchanges of offender information from a criminal justice "notifying agency" system (such as a County Jail or a Court) to a Victim Notification Provider (VNP) system. This SAVIN National Standard provides for timely status information updates and notification of key events to victims and interested parties. The SAVIN National Standard also provides for a standardized information exchange to be used between notifying agency systems and victim notification systems.

These information sharing standards help standardize automated information sharing among all the stakeholders involved in the victim information and notification process. With increased information sharing it is also important to ensure that proper security and privacy guidelines are in place.

Security and Privacy

Because the privacy of victim-related information or a victim's request to receive information is critical, SAVIN systems must adhere to the rules of the FBI CJIS Security Policies, and in particular, CJIS encryption requirements. Due to the variety and complexity of the security rules associated with the messages exchanged between the systems submitting the data to victim information and notification systems (and the significant differences from jurisdiction to jurisdiction), a comprehensive authorization and access control mechanism, based on GFIPM, should be put in place for the implementation of this service. In many cases, simply divulging the existence of

information is equivalent to disseminating the information itself. Implementers must take care to ensure that appropriate authorization and access controls are in place even when exchanging seemingly benign information flags indicate information availability.

Laws that prohibit or otherwise limit the sharing of personal information vary considerably among jurisdictions and agencies. The Privacy Act of 1974 (5 USC §552a) as amended, other statutes such as the E-Government Act, and many government-wide or departmental regulations establish a framework and criteria for protecting information privacy. This would allow implementation of the guidelines defined by the Global Privacy Technical Framework. The memoranda of understanding (MOUs) among participating entities can further define specific privacy requirements.

Key Resources

There are many key resources available through the following website links:

- [ ] SAVIN Online Community: www.savinonline.org
- [ ] SAVIN Notification Service Specification Description Document: www.savinonline.org
- [ ] NIEM Website: http://it.ojp.gov/default.aspx?area=nationalInitiatives&page=1012
- [ ] GRA Website: http://it.ojp.gov/default.aspx?area=nationalInitiatives&page=1015
- [ ] Global Federated Identity and Privilege Management: htts://www.it.ojp.gov/gfipm
- [ ] Privacy and Civil Liberties: http://it.ojp.gov/default.aspx?area=privacy
- [ ] FBI CJIS Security Policy: http://publicintelligence.info/CJISsecuritypolicy.pdf
- [ ] Section 508: http://www.section508.gov

SAVIN SERVICE PROVIDER OPERATIONS

Service level standards are crucial to the success of any SAVIN system. As a mission critical system, an important goal of the SAVIN system is to remain available around the clock. The SAVIN system should conform to the same availability metrics and service levels defined for other missions critical systems such as Computer Aided Dispatch, Law Enforcement and Criminal History Records Systems. Statistics that record the SAVIN system's availability must measure components at the hardware and software level and be documented and monitored by the Program Manager. Availability statistics should be reviewed by designated personnel within the Lead Agency, the SAVIN Governance Committee and SAVIN service provider. These guidelines and standards will be the basis for determining the quality and measuring the performance of the SAVIN program. Minimum standards should be set for the following areas:

Reliability
There are two main components to consider that support SAVIN system reliability.

- ☐ Availability
- ☐ Integrity of the system
    - ☐ Protection against a catastrophic event

Availability
Because of the public nature of the SAVIN system, it must be available 24 hours every day, 365 days a year, have minimal disruptions, and have the following availability requirements:

- ☐ Provide accessibility to both information and notification 24 hours per day, 365 days per year, with a short weekly maintenance window.
- ☐ Maintenance message should be posted on the phone and website for public information during the outage window.

Integrity of the system
The SAVIN program must provide capabilities to ensure that the ongoing integrity of the system is intact. The system must provide the capability to:

- ☐ Detect, by location, and notify when data is not being sent to the system
- ☐ Detect and notify when the system is unable to receive data
- ☐ Detect and notify when erroneous data is being sent (or suspected of being sent) to the system
- ☐ Detect and notify when erroneous data is being sent (or suspected of being sent) from the system
- ☐ Detect and stop unauthorized use of the system
- ☐ Detect and stop attempts to hack into the system
- ☐ Detect and synchronize duplicate data being provided from multiple systems

Protection against a catastrophic event

This planning would cover a single system component outage to multiple system component failures or loss of a complete facility. To protect against this type of outage, the SAVIN system must provide the following:

☐ Backup procedures in the event of any failure. The offline storage media from the scheduled system backups (programs and databases) must be stored in a protected, off-site location that can be quickly returned and recovered in case of a failure.

☐ A warm central backup site available for the system so that services can be restored in a matter of hours in case of a catastrophic failure. A warm site is defined as a separate environment having the computing environment and software available and with data replicated on the warm backup site so that no (or minimal) restores are required, if needed.

Account Management

A process should be developed by the SAVIN service provider to establish clear and consistent methods of communication with the Program Manager. This process should include consistent review of the SAVIN system in an effort to respond to issues that may arise and to identify opportunities to enhance/improve the program and its services.

Alarm Management

A primary function of the SAVIN service provider is to monitor and manage the flow of data. Triggering alarms for the disruption in data flow and/or issues with hardware is critical. The following standards should be developed:

☐ Data monitoring frequency – 24 hours a day, 365 days a year
☐ Alarms monitored by technical support staff 24 hours a day, 365 days-a-year
☐ Customer notification of alarm conditions
☐ Alarm resolution
☐ Customer access to both current (real-time) and archived system logs/reports of metrics/alarms

Provider Data Management

One of the most important components of providing a SAVIN system is the management and monitoring of the quality of submitted data by the SAVIN provider. The quality of services to the victims suffers as the quality and/or timely transmission of data deteriorates. Standards should be developed for the following:

☐ The design and development of high-quality data interfaces between the SAVIN provider, the customer, and the customer's service provider(s)
☐ Methods of maintaining the quality of data interfaces to ensure that the interface performs and remains compliant with the original design specifications
☐ Resolution of problems that arise with a data interface
☐ Database synchronization – ensuring that the data maintained by the SAVIN service provider is accurate and up-to-date at all times
☐ Monitoring data rejection reports to identify problems with an interface

Problem Resolution

The SAVIN system should have a formal process to document and track incidents and resolve problems or challenges that occur within the SAVIN system. This process must also include standards for communicating with the customer during problem resolution. Processes and standards should be developed for the following:

☐ Incident tracking
☐ Problem resolution
☐ Agency communication
☐ Change management/change requests
☐ Escalation process

Program Reporting

The SAVIN system should provide a SAVIN Program Manager with a complete and accurate update (at minimum monthly, but preferably weekly) on the performance of the SAVIN service. The SAVIN customer should have access to reports via a web-based tool on the following information:

☐ Statistical reports about the number of:
- Inbound calls
- Outbound notifications
- Notifications confirmed, unconfirmed, or undeliverable
- Registrations
- Active and inactive registrations
- Calls for SAVIN service representative assistance
- SAVIN service response and types (e.g., registration assistance, information, referral)
☐ Other data as collaboratively developed with the Program Manager, SGC representatives, and the SAVIN service provider
☐ Alarm monitor reports
☐ Incident tracking reports
☐ Change management and problem resolution

SAVIN TRAINING STANDARDS

SAVIN training should include strategies for educating key stakeholders, as well as for public education activities designed to reach crime victims. Ongoing training efforts should educate key stakeholders about how the SAVIN program works and what their role is to ensure the program realizes its expected outcomes, including any support for responding to critical events. All training material must be reviewed and approved by the state SGC.

Each SAVIN Implementation Plan, Operation Plan, and Critical Event Management Plan must include a training plan for educating individuals representing the following areas about the program:

☐ Law enforcement
☐ Jails
☐ Prosecutors
☐ Judiciary and court personnel
☐ Community/institutional corrections professionals
☐ Community and system-based victim advocates
☐ SAVIN IT personnel
☐ Allied professionals
☐ Crime victims
☐ The public

Instruction should increase participants' awareness and skills for promoting greater victim and public awareness about the SAVIN program and range of services. This training plan should combine adult learning strategies and include live training, video-based training, and interactive training via CD tools and/or the Internet.

SAVIN training should incorporate a needs assessment process that determines the most appropriate training venues and subject matter needs; e.g., the functions of the various SAVIN services, how to talk with victims/end users about the services, clarification of roles related to data entry and updates, what is expected of participants in a critical event, etc. This needs assessment should include how victims, victim advocates, and justice professionals currently receive training in both face-to-face training programs and those that incorporate web technologies and distance learning. The SAVIN training can be tailored to be included or complement the existing training venues and subjects of a state in the most effective manner possible.

Each SAVIN Program Manager should try to access information from the key stakeholders to create an annual training calendar that provides information about training venues such as conferences, regional training programs, and activities sponsored in conjunction with victim-related commemorative observances. Opportunities to educate key stakeholders about SAVIN should be explored and implemented as is feasible with time and fiscal limitations.

Training should be targeted to each specific audience. As curricula are developed, agencies should consider the specific audience and its relevant role in SAVIN implementation and/or usage.

Additionally, key stakeholders and other relevant personnel (e.g., media professionals) should be provided 24/7 access to basic SAVIN information via the Internet. This information should repeat or reinforce the instruction and be available via a state or the national SAVIN Online Community web sites (e.g., FAQs, basic protocols).

Training Plan

A formal SAVIN training plan must be incorporated into the SAVIN Implementation Plan, Operations Plan, and Critical Event Management Plan. Specific training curricula should be developed for:

☐ Victim assistance, criminal and juvenile justice agencies, and local and state associations (among others with a vested interest in SAVIN services)
☐ Training academies and other training venues (e.g., law enforcement, dispatchers/certified telecommunicators, victim advocates, citizen academy participants)
☐ Court personnel and the judiciary
☐ Prosecutors
☐ Community and institutional corrections officers
☐ Community and system-based victim advocates
☐ Allied professionals (such as mental health, health, schools/day care centers, and multi-faith communities, among others)
☐ Schools, colleges and universities
☐ Civic and community organizations
☐ Representatives of traditionally underserved communities (as defined by each SAVIN state)
☐ Other persons as designated by the SGC and/or Program Manager

Initial on-site training should occur for each community and stakeholder group participating in SAVIN either on a community, regional, or statewide basis.

Training should be available through a variety of modalities. These might include face-to-face instruction, provision of printed and promotional materials, training via video/DVD, computer-based training (such as webinars and podcasts), and interactive web-based training.

Because opportunities to provide information about SAVIN services and protocols differ significantly among key stakeholder populations, and because the instruction content varies between these populations, training modules should be developed that:

☐ Incorporate adult learning theory in content and teaching methods that are tailored to the intended audience. (A comprehensive curriculum that addresses adult learning theory, "The Ultimate Educator," is available free from the Office for Victims of Crime at http://www.ojp.usdoj.gov/ovc/assist/educator/welcome.html.)
☐ Identify the important benefits, functions, and protocols of SAVIN for key stakeholders and how to apply this information in service to their client populations.
☐ Include an instructors' guide and related participant materials, including information about the overall SAVIN initiative and its sponsors; the SAVIN mission, goals, and objectives; teaching strategies that increase SAVIN-related awareness and skills; teaching resources including

available technical assistance personnel; copies of sample presentations and access to samples of teaching demonstrations (e.g., SAVIN Online Community); and any relevant literature, including brochures, posters, palm cards, etc. "Train the Trainers" instructional programs should be conducted to expand the number of professionals who can provide SAVIN training to a wide variety of audiences.

☐ Provide training instruction for SAVIN service providers, public educators, leaders, and professionals from stakeholder agencies to facilitate culturally-appropriate outreach and services to traditionally underserved populations (e.g., victims/users who are Deaf, or whose primary language is not English or who have Limited English Proficiency [LEP]; or who have special needs and/or disabilities; and others who may require alternative communication/teaching strategies and resources). This information should be included in the Instructor's Manual and should be developed in collaboration with representatives from the populations described above.

SAVIN PUBLIC AWARENESS STANDARDS

An ongoing public awareness plan must be developed and incorporated into the implementation and operation plan for the SAVIN program. This plan needs to include approaches for working with news media, social media, and other public outreach venues to inform the public about the SAVIN program, and how to respond to media inquiries about the service. Talk shows, opinion/editorial columns, letters to the editor, news or editorial series of articles, organization newsletters and web news, and interview opportunities from a variety of perspectives on the SAVIN program and services offer very effective vehicles for promoting a SAVIN program and for highlighting the important role the customer/stakeholder plays in the program's success. Nationally celebrated crime victim observances (e.g., National Crime Victims' Rights Week, National Domestic Violence Awareness Month, National Stalking Awareness Month), along with other victim-related commemorative events, are particularly good times to approach the media about SAVIN services. In addition, stakeholders can document SAVIN "success stories" to focus attention on the program's effectiveness on behalf of crime victims, as well as the foresight of sponsoring agencies for implementing and supporting the SAVIN program. The SAVIN service provider should help local or state agencies and organizations seek proactive media outreach, and/or assist with media opportunities as they become available.

Public Awareness Plan

A public awareness plan should be developed and incorporated into the implementation, operation, and critical event plans for the SAVIN program. This plan should address:

☐ Development and annual updating of a comprehensive roster of local and state media, including broadcast, print, and web, with an emphasis on individual journalists who cover issues related to crime, victimization, and/or technology, and popular social media venues.

☐ Development and annual updating of a comprehensive roster of both community- and system-based victim service providers and key law enforcement and criminal justice officials, who can help publicize SAVIN in their ongoing outreach to victims.

☐ Sponsorship of outreach events through the media including press releases, press conferences, public service announcements, opinion/editorial columns written by key stakeholders and community leaders, and other components of public awareness and public service campaigns.

☐ Identification of strategies for inviting corporate involvement in victim services and victim notification awareness.

☐ Development of informational resources and materials for public venues that victims will access or visit.

☐ Development of materials for distribution by law enforcement and justice officials and other professionals and community agencies that interact with victims.

- Identify in curricula designed to educate media professionals about SAVIN systems, how to identify programs and services; information about the overall SAVIN initiative and its sponsors; SAVIN's mission, goals, and objectives; functions and limitations of SAVIN systems and services; examples of potential critical events and the various roles for media to perform to alert and update the public throughout the resolution of an event; how community and government services support and benefit from SAVIN services;

SAVIN "success stories" whom media professionals can contact for information especially in a critical event; and the availability of statistics.

☐ Development of speaking points for SAVIN proponents (e.g., elected or appointed officials, victims, and/or victim advocates).

☐ Routine dissemination of SAVIN talking points to be incorporated into ongoing victim awareness materials and activities sponsored by key stakeholders.

☐ Development of web-based resources and tools for access by the public, including victims, their family members, co-workers, and others concerned about victim/public safety.

☐ Development or designation of automated inquiry lines used by jails or prosecutors to provide information about SAVIN and, where possible, allow callers to be automatically transferred to the toll-free SAVIN line. The SAVIN telephone number should be published in telephone directories and agency web sites with references about the SAVIN program and URL links to services.

☐ Scheduling of media events that can be held each year to promote and inform the public about the SAVIN program. Ideal occasions to achieve media and public awareness include victim-related commemorative events, professional training conferences, public awareness campaigns, after tragic events (as appropriate), after releases of national data or crime/SAVIN related events, etc. Milestone activities should be planned around service metrics or anniversaries of statewide participation in SAVIN programs to offer additional opportunities for public awareness events. Events should be posted on the National Calendar of Crime Victim Assistance-Related Events at http://ovc.ncjrs.gov/ovccalendar.

APPENDIX A: SAVIN GUIDELINES AND STANDARDS CHECKLIST

Operations

- ☐ Develop an overall SAVIN mission statement
- ☐ Develop SAVIN goals and measurable objectives
- ☐ Develop guiding principles that:
    - Are victim focused
    - Are victim- and community safety-driven
    - Provide for victim/survivor confidentiality
    - Provide for autonomy
- ☐ Identify and publicize the benefits of SAVIN
- ☐ Identify barriers or challenges to the implementation of SAVIN
- ☐ Identify a Lead Agency
- ☐ Identify and clarify responsibilities of a SAVIN Program Manager
- ☐ Establish a SAVIN Governance Committee (with an emphasis on diversity, including crime victims)

Comprehensive Plan Development

Develop a Comprehensive Plan, which includes ongoing planning, implementation, operations, assessment (quantitative and qualitative), and critical event management.

- ☐ The implementation plan must address strategies for:
    - Funding
    - Project scheduling
    - Communication
    - Product testing
    - SAVIN training
- ☐ The operational plan must address strategies for:
    - Funding
    - Policy development
    - Communication
    - Training
    - Service standards
- ☐ The assessment plan must address strategies for:
    - Measuring outcomes (quantitative and qualitative)
    - Identifying performance metrics
- ☐ The critical event management plan must address strategies to:
    - Identify list of potential critical events.
    - Identify the CEM plan and process in conjunction with SAVIN planning.
    - Delineate individual and agency responsibilities, appropriate personnel, and their respective roles throughout a critical event. Delineate lines of operation, communication, and services (as is possible) and update regularly.
    - Share the CEM plan with other stakeholders in advance of a critical event.
    - Describe the strategy for after-incident review of any critical incident.

- Establish clear goals of SAVIN Critical Event Management.
- Establish a framework for CEM that includes pre-event planning and preparedness, response, and recovery:
  - o Pre-event planning and preparedness:
  - o Event Response
  - o Event Recovery

SAVIN Specifications and Configuration
☐ Identify Information and Notification types:
- Custody status
- Court events and hearings
- Final disposition
- Post-conviction events
- Orders of protection, notification of service, hearings, pending expiration of protective orders
- Illegal attempts to purchase a firearm or ammunition
- Active domestic violence protective orders

☐ Registration/Notification options:
- Registration approaches for crime victims and other authorized users
- Registration for victims through jail, case records or victim management information
- Use of a secured Personal Identification Number
- Call cancellation policy
- Language availability
- Service options for trained SAVIN service representatives
- Notification calling patterns
- Feedback notification protocol
- Optional feedback opportunities

SAVIN Technical Architecture
Information sharing for SAVIN includes implementing:

☐ Business Processes

☐ System/Data Administration Management
- Enterprise Architecture Model
  - o Infrastructure Layer
  - o Business Applications Layer
  - o Publication Layer
    - ▪ Integration Layer
    - ▪ Strategic and Tactical Analysis Layer
    - ▪ Governance Layer

☐ Systems and Technology
- Jail Management Systems
- LE Records Management
- Offender Management
- Case Management

- ☐ Connectivity
  - • Telephone
  - • Web Portals
  - • E-Mail
  - • TTY or TDD
- ☐ Information Sharing Standards
  - • NIEM
  - • GFIPM
  - • GJA
  - • SAVIN National Standard
- ☐ Security and Privacy

The SAVIN system must comply with technical architecture standards set forth in this document. Updates to technical architecture standards will be posted on the Online SAVIN Community and disseminated by the National SAVIN Project Advisory Board to SAVIN Program Managers nationally.

SAVIN Service Provider Operations

The SAVIN service provider operations standards must address:
- ☐ Account management and communications
- ☐ Alarm management
- ☐ Provider data management
- ☐ Problem resolution
- ☐ Program reporting

Standards must be developed for:
- ☐ Training
- ☐ Public awareness

APPENDIX B: TYPES OF VICTIM INFORMATION AND NOTIFICATION

Information and Notification Types

All 50 states, U.S. territories, and the District of Columbia have statutory provisions that address some type of victim notification. In many states, crime victims have a statutory right to receive notification of their rights related to the legal process, available services, and notification of hearings and other events involving the person accused of the crime committed against them. Further, the SGC can collaboratively decide whether or not other persons who could be at risk without the information available through the SAVIN service should be included as persons eligible to access SAVIN information and/or register to receive notification. Accessibility to the various SAVIN services may vary by type of SAVIN service within a state or territory.

The following is a list of possible points of victim notification, originally created by the National Center for Victims of Crime and updated by the SAVIN National Training and Technical Assistance Project Team. SAVIN systems minimally should address the state's legal requirements for notification.

- ☐ Apply for compensation (in cases involving violent crimes)
- ☐ Restitution
- ☐ Notice of events and proceedings
- ☐ A speedy trial
- ☐ To attend proceedings
- ☐ Be heard at proceedings
- ☐ Consult with the prosecutor
- ☐ Protection from offender
- ☐ Information on how to request or exercise the above rights
- ☐ Advice on how to obtain information about case status
- ☐ The name and telephone number of contact persons in the legal system
- ☐ Referrals to victim assistance services
- ☐ An explanation of the legal process and/or court proceedings

Notification of Hearings - Rights to Attend and Participate in:

- ☐ Bail hearings
- ☐ Bail review/modification hearings
- ☐ Grand jury hearings
- ☐ Other pre-trial hearings
- ☐ Hearings on acceptance of diversion for the offender
- ☐ Hearings on acceptance of a plea bargain
- ☐ Trials
- ☐ Sentencing
- ☐ Post-sentencing hearings
- ☐ Restitution hearings
- ☐ Appellate proceedings
- ☐ Probation revocation hearings

- ☐ Probation modification hearings
- ☐ Temporary release hearings
- ☐ Parole hearings
- ☐ Parole revocation hearings
- ☐ Parole modification hearings
- ☐ Pardon/commutation proceedings
- ☐ Hearings on the defendant's competency to stand trial
- ☐ Hearings on the defendant's release from mental institution
- ☐ Cancelled or rescheduled hearings
- ☐ Execution (in capital cases)

Right to Notice of the Following Events:
- ☐ Arrest of the offender
- ☐ Status of any offender who is in justice system custody or under supervision
- ☐ Bail or other pre-trial release of the offender, and conditions of release
- ☐ Confirmation of the offender's receipt of a protective order
- ☐ Indictment
- ☐ Dismissal of charges
- ☐ Dropping of case
- ☐ Plea negotiations
- ☐ Plea bargain
- ☐ Outcome of trial
- ☐ Sentence of the offender
- ☐ Appellate request (by offender or by the State) for convicted offender's DNA testing
- ☐ Filing of an appeal
- ☐ Outcome of appeal
- ☐ Location of incarcerated offender
- ☐ Earliest possible release date for the incarcerated offender
- ☐ Probation of the offender
- ☐ Probation revocation/reinstatement of suspended sentence
- ☐ When the offender is in "out to court" status
- ☐ Transfer of the offender from corrections to another jurisdiction (e.g., mental institution, INS custody, etc.)
- ☐ Request for Interstate Compact transfer
- ☐ Confirmation of Interstate Compact transfer and location of the offender
- ☐ Furlough
- ☐ Work release
- ☐ Transfer from one prison facility to another
- ☐ Change of security status
- ☐ Release to civil commitment custody
- ☐ Parole
- ☐ Parole revocation
- ☐ Pardon
- ☐ Clemency
- ☐ Commutation

- ☐ Deportation
- ☐ Escape
- ☐ Recapture
- ☐ Death of offender
- ☐ Execution of offender (in capital cases)
- ☐ Offender's release from mental institution
- ☐ Others not included in this list (e.g., as specified by state, territorial or tribal law or advocacy best practices)