

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

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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.
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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.