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**IJIS Institute**

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

Guidelines and Standards

October 2006



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# Acknowledgments

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## Executive Summary

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

1. To use existing SAVIN practitioners to identify and leverage best practices for SAVIN Programs.
2. To create victim-focused principles that states can adhere to when implementing SAVIN Programs.
3. To require SAVIN Programs to follow the appropriate national standards established for sharing criminal justice information.

This document represents the collaborative effort of the IJIS Institute's SAVIN Guidelines and Standards Advisory Committee. The SAVIN Guidelines and Standards Advisory Committee was comprised of victim advocates, crime victims/survivors, criminal justice professionals, and private sector practitioners with specific areas of subject matter expertise.

This document provides direction to help states establish a vision, mission, and goals for their SAVIN Programs. 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 between private organizations as well as local, county, and state criminal 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, and operating a successful SAVIN Program. These sections provide key information to develop a program plan and proven strategies to effectively manage it. States must begin planning early to support the ongoing effort involved to maintain and operate a SAVIN Program beyond their initial grant funding period. This early planning demonstrates a long-term commitment to the public, 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 criminal justice information-sharing standards. Since most of the non-victim information will be exchanged with other state and local projects, adopting national information-sharing standards provides a foundation for safe and successful SAVIN Programs.

## Introduction

Significant attention has been devoted over time to ensure that crime victims and survivors have opportunities to be active, engaged participants in their cases and in the overall justice process. A victim's right to notification and information on their 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 location of an alleged or convicted offender, it empowers them to participate in justice processes – often as key witnesses – and helps them make decisions related to other key, core victims' rights, including participation, protection, restitution, and victim compensation, along with having a voice in sentencing decisions through victim impact statements.

In 2005, Congress appropriated \$8 million to help states create or expand statewide automated victim notification systems. These systems provide a single point of shared services for victims anywhere in a state to learn about the status of an offender or the case against an offender, from the point of arrest, and incarceration, through disposition, release, and community supervision. Congress recognized that the Federal government needs to support the development of a national program for informing and notifying victims of federal crimes – the Victim Notification System, or VNS – and intends to assist states with creating similar programs.

The goal of the Statewide Automated Victim Information and Notification (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 Bush in 2004. This initiative will increase public safety and improve basic criminal 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 criminal justice process if they so choose.

The SAVIN Program is guided by a cross-disciplinary Project Steering and Advisory Committee that includes crime victims and survivors, victim advocates, justice professionals, and technology 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 an important measure that can enhance their personal safety?

SAVIN offers victims options to be informed about and engaged in justice processes related to their cases and affords opportunities to use the vital information that SAVIN provides to make important choices.



This document is designed to provide guidance in the overall governance, planning, implementation, and evaluation of SAVIN Programs. It includes:

1. Benefits of SAVIN Services
2. Barriers or Challenges to SAVIN Programs
3. SAVIN Governance Standards and Guidelines
4. SAVIN Specifications and Configuration
5. SAVIN Planning and Program Management
6. Technology Architecture Standards
7. SAVIN Provider Operations
8. SAVIN Training Standards
9. SAVIN Public Awareness Standards

# **Introduction, SAVIN Mission, and Guiding Principles**

## ***Introduction***

Nationwide, communities should focus on the rights, needs, and concerns of crime victims and survivors. Victim notification services ensure that victims are informed of key activities and events related to their cases and offenders. Accurate information and timely notification services are essential foundation components to help meet the needs of crime victims and survivors, 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, or where they live.

One mechanism for providing this vital service is a SAVIN Program that is based on victim-focused guiding principles using state-of-the-art technologies and providing access to trained personnel.

## ***Mission***

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

## ***Guiding Principles***

SAVIN services must be developed and implemented using the following

principles as the basis for all decision-making. SAVIN Programs must:

1. Be victim focused
2. Be safety driven
3. Provide for victim/survivor confidentiality
4. Provide for autonomy (e.g., the right to access or decline services)

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

1. Is the strategy or decision to be made victim-focused?
2. What ways could the strategy or decisions possibly impact a victim's safety?
3. Will the victim remain anonymous or could the victim's confidentiality be compromised in any way?
4. Can the victim or survivor choose to participate (or not) on his or her terms and without negative consequences?

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

## **Benefits of SAVIN Services**

### ***Victims***

1. Provide victims access to more timely and consistent information and notification through a variety of notification options. Victims have a voice in determining how they will be notified as their offender moves through the justice system.
2. Provide victims with notifications across jurisdictional lines, which include multiple counties within their state and across state boundaries. This can be accomplished through a national, unified victim notification system.
3. Ensure that victims don't "fall through the cracks" through automating a cumbersome and paper-based process.
4. Empower victims by the ease by which they can opt in or out of SAVIN Program services.
5. Ensure victim safety and security via anonymous and electronic registration.
6. Ensure notifications are "real-time" 24-hours-a-day, 7 days a week, so that the status of their case or their offender can be determined, as needed.
7. Serve more victims by providing multiple language capabilities and telecommunications device for the deaf (TDD/TTY) services to reach traditionally underserved populations.

8. Provide access to a trained operator at any time for timely answers to questions and referrals to protective and supportive community services, a reassurance to most victims.
9. Ensure victim's legal right to notification is ultimately being afforded resulting in the victim's increased overall satisfaction in the justice process.
10. A multi-agency and multi-jurisdictional use of SAVIN promotes collaboration among victim advocacy providers, justice professionals, and others to improve information sharing as an approach that supports safety, justice, and healing for victims. The collaboration developed through work on the SAVIN Program can serve as a strong foundation for other needed collaboration.

### ***Justice Professionals and Agencies***

1. The SAVIN solution will assist justice agencies in complying with the legal responsibility of notifying victims.
2. Efficiencies will be realized through automation resulting in significant savings of personnel and time dedicated to manual notification services.
3. BJA's SAVIN grant program provides start-up funds to begin collaboration efforts for automating victim information and notification services.

4. A comprehensive audit trail will be maintained of all notifications. This audit trail will provide a mechanism to assure that notifications are being performed in an accurate and timely manner. Management reports can be developed as needed.
5. The quality and availability of justice information will be improved through the implementation of a SAVIN Program. For example, information on trends in incarceration and jail capacity can be obtained. Further, data such as the number and types of offenders and offenses, victim-offender relationships, and numbers of victims (as compared with the number of offenses and offenders) registering for notification services can be easily generated through SAVIN.
6. Justice officials and others with an interest in a specific case (e.g., law enforcement officers, prosecutors, defense attorneys, judges, and witnesses) and who have any concerns for their personal safety related to an offender can register with SAVIN to be notified of the offender's custody status and location. They can also be kept apprised of court events and, in particular, offender status (service, hearing, continuances, release, etc.).
7. Accurate information and timely notification about offenders is available across agencies and jurisdictions, regardless of where the victim is located.
8. Information for audits, program evaluation, and grant reporting, as well as safety reports to the public, can be easily generated using SAVIN data. The data can be analyzed to determine and prioritize needed recommendations for SAVIN improvements and system reform.
  - a. Regions of a state can be assessed to identify high or low usage of SAVIN and where outreach may be needed to improve access to SAVIN information and services.
  - b. The types of offenders and case information that users are most likely to access.
  - c. Details on the number of people using the assistance of trained operators, the types of information they are requesting, and the actions operators are taking in response to their requests.

### ***The Community***

1. The community's overall safety is increased when victims and concerned residents are informed about the status of alleged and convicted offenders through SAVIN.
2. Community members, crime victims, and witnesses can utilize the SAVIN Program to remain informed as their case progresses through the justice system.

3. The media can utilize SAVIN for cases that are especially relevant to community safety and concerns and to enhance reporting that contributes to public safety.
4. Through future development efforts, SAVIN can be expanded to fulfill state requirements for compliance with sex offender notification laws. The system can keep community members and crime victims informed of convicted sex offenders who are being released into their neighborhoods.

### ***Policy Makers***

Automated victim notification systems are an effective use of resources and have shown considerable savings of time, money, and human resources.<sup>1</sup>

1. Through the efficiencies realized through SAVIN Programs, resources may be re-directed to enhance direct service efforts, thus maximizing the services provided to victims.
2. The savings from SAVIN Programs can equate to broader implementation of victims' rights beyond information and notification. Research indicates that the top reason given by justice professionals as to why victims' rights are not observed is "lack of resources".<sup>2</sup>
3. A SAVIN Program improves the quality and quantity of victim and offender data. Victim and offender data that may have previously been entered

redundantly (i.e., multiple times and at various junctures), can be entered once into a SAVIN Program and have designated data shared across agencies and jurisdictions.

4. Centralizing resources for automated victim notification reduces overall costs through standardization, economies of scale, and reducing software costs.
5. Resources for victim and community education and outreach about SAVIN can be standardized through a centralized toll-free telephone number and simultaneously tailored to the specific agencies and jurisdictions, thus saving costs of printing and dissemination of materials.
6. Data for grant writing and reporting are readily generated from SAVIN data, possibly strengthening an agency's or community's ability to secure additional funding for victim services.

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<sup>1</sup> Evaluation of North Carolina's SAVAN System  
<http://www.ncgccd.org/pubs.cfm>

<sup>2</sup> 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**

It must be recognized that SAVIN Programs are not without barriers and challenges. Some of the most significant ones include startup and ongoing costs, the need for collaboration among numerous stakeholders, change management, quality assurance of data and liability. The following is a list of barriers and challenges that other states have experienced while implementing a SAVIN Program. This guide addresses how to overcome these issues to successfully implement a SAVIN Program.

### **Costs**

One significant barrier to a SAVIN Program is cost. However, there are significant cost savings to be accrued over time and there are ways to overcome the initial cost barrier. The states that have implemented a SAVIN Program have experienced cost savings and improvements to victim services.

1. The costs of automating victim information and notification are still prohibitive to many jurisdictions and agencies. However, collaborative efforts can stream funding to a SAVIN service, with long-term benefits for victims, justice and advocacy professionals, and the general public.
2. A wide variety of hardware, software, platforms, and data applications across agencies and jurisdictions can add to the cost of the system rollout, but the standardization and linkages will yield long-term benefits to everyone involved.

3. In some cases, funding has not been appropriated for SAVIN Programs.
4. The justification and associated cost/benefit analysis for SAVIN systems can be one of automated notification, versus paper-based systems that are time consuming.
5. Converting from a paper-based to an automated system such as a SAVIN Program may require a concentrated one time or up front effort to develop the tools and input victim/ offender data. Attention must be paid to the accuracy of the information that is to be transferred or entered, but the investment can have significant financial and programmatic benefits later.

### ***Lack of Collaboration***

Historical barriers to effective collaboration must be overcome. The successful collaborative process of establishing a SAVIN Program will affirm that agencies and officials have the best interest of crime victims and public safety in mind and serve to improve information sharing on a broad basis.

1. Collaboration for system planning, development, and implementation does not always include the most significant end users of automated information and notification which are crime victims and survivors. These concerned people must be represented and actively involved in all phases of a SAVIN Program, especially in its planning phases and in assessing its capabilities and limitations.

2. Interagency policies or Memorandums of Understanding (MOUs) that clarify the roles and responsibilities for implementing a SAVIN Program are essential to the successful delivery of services.
  3. 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.
  4. 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 to contribute to the actual SAVIN rollout, the entire implementation plan can be significantly delayed or derailed with unanticipated costs associated with those types of problems.
- on security technology for data protection.
  3. New laws or amendments to existing statutes may be required to accommodate the difference between automated victim information and notification and the traditional manual systems.
  4. A state has many stakeholders that need to be trained to effectively utilize a state-wide notification system. Successful implementations of a SAVIN Program must address the necessary training.
  5. Some key stakeholders may have a fear or bias against automated victim notification. Education and outreach programs are needed to overcome these fears and biases.
  6. Personnel issues need to be considered as implementation of the SAVIN Program. Personnel issues could require the development of new agency, policies, and job descriptions.

### ***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 and to communicate why they are important and how they will add value to the stakeholders.

1. Many agencies and professionals are comfortable with the status quo of victim notification.
2. Key personnel may be afraid of using technology to manage sensitive data. These fears must be recognized and can be overcome through education

### ***Quality Assurance***

It is extremely important that the SAVIN Program perform with a high degree of accuracy and regard for the safety of the victim. To ensure that the SAVIN Program operates at this level, certain safeguards need to be implemented. It is important that the states adopt appropriate best practices for safeguards in the areas of technology, policies, and procedures be sought out and adopted.

1. The value of offender and case information incorporated into SAVIN systems relies 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.

2. Lack of existing performance measurements impedes the ability to gauge successfulness of a SAVIN Program. Performance benchmarks specific to SAVIN are essential to the initial rollout and the long-term success. (See Performance Metrics pg 27)

### ***Potential Risks and Liability***

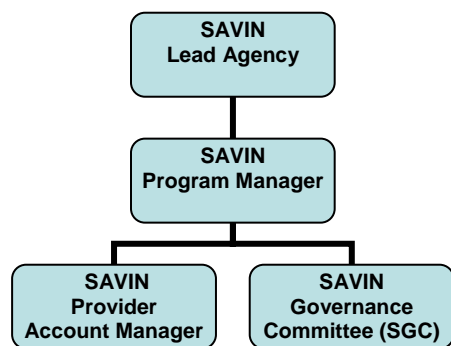
The legal basis for agency or vendor liability for failure to provide victims with statutorily-mandated rights to information and notification is not clearly established as yet by case law. In states with specified methods for compliance with victim rights and cause of action recourses, it is conceivable that liability may be an issue for parties named in the relevant statutes and regulations, except where provisions for 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 many different stakeholders who must work together to create and operate a SAVIN Program. By using these governance standards, each state will 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 which are crime victims and survivors.

### Recommended Governance Structure



### SAVIN Lead Agency

State officials must identify a lead agency to implement and monitor the SAVIN Program and services. The lead agency can be the original grant recipient or a sub-grantee. The lead agency will be accountable to the state's SAVIN funding sources for overall programmatic and fiscal responsibilities. The lead agency is also responsible for:

1. Hiring or assigning a SAVIN Program Manager who will be responsible for the daily management and implementation of the program,

collaborative efforts (including efforts to involve and engage crime victims and survivors), and fiscal accountability.

2. Establishing a multidisciplinary **SAVIN Governance Committee (SGC)** whose members are responsible for advising the lead agency and related organizations about the safe and effective development and implementation of SAVIN services.
3. Identifying, contracting with, and managing the **SAVIN provider** and ensuring the SAVIN Provider assigns an account manager to report on a weekly status on any and all progress and or obstacles. Vendor must also be consistent with Federal, State, and local laws.
4. Complying with all BJA guidelines and reporting requirements.

### SAVIN Program Manager

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

1. May serve as Chairperson of the SGC (i.e., setting meeting dates; securing facilities for meetings; preparing and disseminating minutes, reports, and resources for meetings; facilitating communication to and among committee members; and other duties as identified by the SGC or lead agency responsible for the state SAVIN Program).

2. Must develop a project plan, schedule, and communication and program evaluation strategies with specific methods to determine progress. Must also perform and problem solve activities when required.
3. Develop specifications and configuration parameters for operation and management of the SAVIN Program and services.
4. Communicate with the SAVIN provider and monitor progress of the program, services, and expenses consistent with the law and contracts.
5. Collaborate with and receive feedback from state-level professional and community stakeholders, including crime victims and survivors, and those who provide direct services to them.
6. Develop training curricula and resources, train-the-trainer sessions, and a skills-based evaluation of the training sessions provided.
7. Compile and distribute, at least annually, quantitative and qualitative data and narrative summaries of the SAVIN Program services and financial status.
8. Serve as primary liaison to the media and other public awareness venues for SAVIN-related promotions and responses to requests for information.

### ***SAVIN Governance Committee***

The multidisciplinary SAVIN Governance Committee (SGC) is responsible, as the advisory body, to the lead agency and SAVIN for the activities that follow. The

SGC functions and responsibilities include, but are not limited to:

1. Compliance with the state SAVIN mission, guiding principles, goals, and objectives.
2. Establishment of performance measures and programmatic and fiscal controls.
3. Providing guidance relevant to the collaborative development, implementation, and assessment of the SAVIN Program and services such as the:
  - a. SAVIN Program plan, schedule, and communication strategies with specific measures to determine progress and methods for problem-solving when required.
  - b. SAVIN specifications and configuration parameters for operation and management of the SAVIN Program.
  - c. Policies, procedures, and protocols regarding lead agency, interagency, and end user access to information; compliance with standards for data integrity; and protection for victim/user safety, confidentiality, and autonomy.
  - d. SAVIN specifications and parameters that define the available types of information and

notifications, the notification recipient, interface methods, data protections and safeguards, and emergency response plans.

- e. SAVIN training and technical assistance curricula, and resources, including trained personnel.
  - f. Public awareness plan for the SAVIN Program and services, including planned outreach to traditionally underserved communities.
  - g. Reporting and assessment metrics (quantitative and qualitative), including feedback from victims and survivors, justice agency partners, and other end users.
  - h. SGC meeting minutes and SAVIN reports.
  - i. Any annual SAVIN reports created by the Program Manager must be reviewed by the SGC prior to distribution (e.g., funding sources, state officials, and general public).
4. Individual member participation in a majority of the scheduled SGC meetings throughout the member's term of service, including participation or assistance with other activities as appropriate and possible (e.g., training programs, provision of technical assistance, and public events).

## **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 crime victims and survivors and information technology experts.

Continuity is an essential element to a successful SAVIN Program. The SGC stakeholder organizations should agree to assign a representative who is competent (i.e., 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 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**

Direct victims of crime and surviving family members

## **Crime Victim Advocates**

These include community-based advocates' employees or volunteers with local grass-roots victim services programs, community councils, or state coalitions; faith-based services; and other victim assistance programs not affiliated with a governmental entity.

Government or system-based victim advocates - employees or volunteers with a justice entity (i.e., law enforcement agency, prosecutor's office, court-based program, corrections agency, social service agency, hospital, and agencies responsible for meeting the needs of traditionally underserved populations).

## **Law Enforcement**

These include professionals from local (municipal, county), State, tribal, territorial, military. Or Federal law enforcement departments state level justice or public safety agencies.

## **Prosecutors**

These include local prosecutors, State Attorney General/Deputy Attorney General, and U.S. Attorneys/Assistant U.S. Attorneys.

## **Judicial Officers and Court Administrators**

These include judges, court clerks, trial commissioners, court administrators or managers, and Administrative Office of the Court representatives.

## **Corrections Professionals**

These include employees of local jails, state prisons, community corrections (probation and parole), and local and state corrections agencies.

## **Elected Officials or Their Designees**

These include legislators, mayors, county judge executives, risk managers, public safety commissioners, and state-level league of cities and county manager associations.

## **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:

1. Custody status
  - a. Booking
  - b. Pre-conviction
  - c. Post-conviction
  - d. Temporary release
  - e. Change of location
  - f. Release
  - g. Escape
  - h. Death
2. Court events and hearings (court, probation/parole), motions for release or amendments to current case or custody status, etc.
3. Final disposition(s)
4. Post-conviction events
  - a. Parole hearings
  - b. Parole status changes
  - c. Clemency hearings
5. Orders of protection, service, hearings, and pending expiration of domestic violence protective

orders, stalking, and no contact orders

6. Attempts to purchase a firearm or ammunition by persons convicted of a felony or certain misdemeanors (i.e., domestic violence), or prohibited from doing so because of mental health status or as the subject of an active domestic violence protective order (per Federal/State laws).

### ***SAVIN Registration/Notification Options***

SAVIN configuration options include, but are not limited to:

1. Registration approaches for crime victims, survivors, and others (as appropriate)
  - a. Telephone/Interactive Voice Response (IVR)
  - b. Agency
  - c. Internet
  - d. Trained operators
2. Registration for victims and survivors only through jail, case, records, or victim management system.
3. 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 their 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.

4. 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.
5. Language availability
  - a. Automated script
  - b. Trained operators
  - c. Printed materials
  - d. Translation services
6. Service options for trained operators
  - a. Languages supported
  - b. Training requirements
  - c. Information provided
  - d. Service level standards
  - e. Agencies and procedures for referrals (e.g., local, state, and national service agencies)
7. Notification calling patterns for each type of notification
  - a. Alternative notification approaches
  - b. Letter
  - c. Fax
  - d. Email
  - e. TDD/TTY
  - f. Short Message Services Device (SMS)
  - g. General operator assistance and provision of current victim/survivor information and referrals
8. Feedback notification protocol in the event where delivery of the primary notification cannot be confirmed.

## **SAVIN Planning and Program Management**

Effective SAVIN Programs, which require broad multi-agency support, can help to increase the safety and security of crime victims and survivors, 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 components include: planning, implementation, operations, and assessment.

### ***Planning***

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 for the states, and to identify the key stakeholders and means needed to achieve the desired outcomes. Planning also involves accessing and securing necessary resources to ensure a successful program. Another important component of planning is the identification of potential risks and strategies to effectively reduce or resolve such risks.

### **Lead Agency**

The lead agency will adopt the mission, goals, and performance measurement objectives for the SAVIN Program, consistent with federal laws, state laws, and constitutional requirements with collaborative support from the SGC. (See Performance Metrics on pg #27.)

The lead agency will identify the key stakeholders and establish an SGC which must review the mission, goals, and measurable objectives.

The lead agency must determine whether to use an internal system or contract vendor to implement the SAVIN Program. It is important that, regardless of the approach, the SAVIN Program adheres to the technical requirements set forth in the Bureau of Justice Assistance (BJA) Guidelines and Standards.

The lead agency will develop and monitor the program budget to ensure fiscal accountability throughout the duration of the program.

### **Program Manager**

The Program Manager should establish, with input from the SGC, initial goals and measurable objectives that include the measures detailed in the assessment section of these guidelines. Further, the Program Manager will develop the following SAVIN plans:

**Implementation Plan** – defines the rollout process (first 12-24 months) and includes a Risk Management Plan. The implementation plan should include the strategy for implementation (build or buy), a detailed schedule for rollout, implementation risk management procedures, assessment for conformance with technical and architectural standards, and a detailed budget for the rollout phase.

**Operational Plan** – defines the process for sustaining the SAVIN Program. The operational plan should outline service level standards, policy guides, communication strategies, training strategies, funding plans, and a Risk Management Plan that is consistent with Continuation of Operations/Continuity of Government standards for public sector organizations.

**Assessment Plan** – defines the measurements of progress and success. The assessment plan includes an approach for meeting the **BJA stated** performance measures as well as defining state and local specific reporting measures.

These plans will be for both internal and external participants in the SAVIN Program.

### ***Implementation Plan***

Implementation involves the identification and delivery of all tasks necessary to make SAVIN Program services available, safe, and effective throughout the State.

Prior to beginning the implementation phase, the following steps have occurred.

1. The Program Manager is hired and trained.
2. The mission, vision, guiding principles, goals and objectives, and measurable outcomes have been established.
3. The SAVIN Governance Committee has been established.
4. The decision for SAVIN technology (build or buy from a vendor) has been made. The person responsible for the technology of the SAVIN Program is identified and serves as the Implementation Manager.

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 phases, and options for long-range sustainability.

### **Schedule of Project Activities**

The schedule will outline all implementation activities including the software, hardware, training and education materials, and required system testing.

The schedule for deployment, including the general priority for what order the identified counties/state agencies will be connected and should be connected.

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

### **Risk Management Strategy**

The implementation plan should include a risk management plan with strategies for identifying and mitigating ongoing rollout risks throughout the implementation phases.

### **Communication Strategy**

This plan outlines strategies for initial and ongoing communication with stakeholders throughout the implementation phase. The plan identifies methods of communication (i.e., SGC meetings, conference calls, letters, email, web seminars, and other means).

### **Product Testing Strategy**

The plan outlines the approach for testing each service component before placing that service in production. Each



agency must verify the functionality of the service before their data can be placed in production for victims and survivors to access.

### **SAVIN Training Strategy**

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

All training materials will be reviewed by the SGC.

### ***Operational Plan***

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

Throughout the rollout process the Program Manager will meet at least monthly with the Implementation Manager (internal personnel or external vendor) 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 Technical Architecture Guidelines on pg #28).

An operation plan must be in place before the start of the rollout phase is completed. 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 the funding of SAVIN is sustained in the future.

The Program Manager will prepare reports to be submitted by the lead agency per the requirements of the funding authority(s).

### **Policy Guide**

The policy guide will outline SAVIN policy as it relates to call cancellation, notification regarding service outages, liability/immunity for participation, between the lead agency and the participating agencies, service level agreements, minimum infrastructure requirements, and other program policy decisions that will evolve 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 is used to provide automated notification and information to victims and other protected parties.

### **Risk Management**

The risk management section of the operation plan will identify risks that could disrupt the SAVIN Program or impact its performance, along with strategies for mitigating each risk and responding to situations.

The Program Manager will maintain sufficient SAVIN auditing data as required for fiscal and programmatic management purposes.

The Program Manager will ensure that each contributing agency's information (source data) is submitted electronically

in the format required to ensure successful program operation.

## **Communication**

The communication strategy will outline all ongoing communications between the lead agency, the SGC, the participating agencies, end users, and the news media. The plan must include both internal and external communication strategies.

The media's perception of the SAVIN Program may have substantial effect on the program's effectiveness. The nature of media interest in incidents 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 media inquiries. The plan will define who should release information, what should be released, and when it should be released.

## **Training**

The training must include strategies for educating stakeholders, victims and survivors, 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, availability; 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 reviewed by the SGC.

## **Assessment Plan**

Every successful SAVIN service program must have objectives that are demonstrated through measurements of expected outcomes.

Outcome measures, consistent with the Government Performance and Results Act (GPRA Public Law 103-62), should initially be recorded and tracked monthly and subsequently, 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.

The SAVIN provider will be required to provide a secure web-based reporting tool that will track detailed statistics about the performance of the program.

## **Performance Metrics**

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

1. Total number of agencies participating
2. Number of inbound and outbound calls
3. Number of subscribers and registrations (e.g., phone, web, or other)
4. Number and types of notifications
5. Number of successful and confirmed notifications

6. Number of callers who request assistance in languages other than English, including TTY and/or TDD.
7. Number of callers who seek operator assistance for referrals to (where applicable):
  - a. Victim assistance programs
  - b. Community service programs
  - c. Other relevant services for victims
8. Average number of attempts prior to a successful notification
9. Number of transaction types with differentiation between advance and instant notification (where appropriate):
  - a. In-bound: phone and TDD/TTY
  - b. Out-bound: letter, email, phone/emergency override line (EOL), and TDD/TTY
  - c. Operator assistance calls: average wait time, number of calls, dropped calls/ abandonment rate, etc.
10. Number of notifications for each transaction type
11. Number of notification attempts
12. Number of subscribers registered
13. Average monthly notification types
14. Number of desired transactions capabilities, the notification capacity (by transaction type)
15. Percentage of transactions at full capacity (i.e., as many as the state needs to generate)
16. Total number of felony victims/subscribers (if applicable)
17. Number of victims/subscribers served by felony notifications (if applicable)
18. Number and type of media events
19. Average annual variance in usage by victims/subscribers
20. Usage by jurisdictions
21. Victim/subscriber satisfaction with and recommendations for the SAVIN services as is possible, safe, and appropriate
22. Justice and stakeholder satisfaction with and recommendations for the SAVIN Program
23. Number and type of training events, number of attendees, and findings from confidential participation evaluation of the training events.

# SAVIN Technical Architecture Standards

## Overview

An effective national and statewide automated victim information and notification system depends on conforming to recognized industry and government standards. Industry and government standards provide a foundation for systems that will be able to share information, remain supportable, and enable long-term operational viability. Agencies using these standards can be assured that they will have a SAVIN Program that will be effective for many years.

The technical architecture document cannot be developed in a vacuum. The agency must recognize that a system is going into an existing computing environment and cannot significantly change that computing environment in the short term. This document recognizes the varying degree of system capabilities residing in the multiple levels of government. To be most effective, a SAVIN Program must be able to support a small county jail or court with limited or no automation capabilities as well as the large, highly automated facilities. Telecommunications capabilities also vary significantly among the different counties within a region. The SAVIN architecture must be able to utilize available telecommunications methods, from basic dial-up to dedicated connectivity.

Because of these factors, the SAVIN committee recommends architecture based on a central location for managing all of the data and communications from the remote agency systems throughout a

state. This data must move in near-real time (within 15-minute increments) and be actively monitored for disruption in service. A SAVIN Program must be committed to industry standards related to architecture, data exchange, and security.

## Architecture Standards

The goal of SAVIN is to integrate the state's Jail Management Systems (JMS), Court Management Systems (CMS), and Records Management Systems (RMS) for the specific purpose of automated victim information and notification. The system must take the data from the original point of entry and use that data to effectively communicate with victims. To accomplish this, a state's SAVIN system must utilize those integration standards developed for the criminal justice community. In addition, a SAVIN Program must consider the standards established by their state's enterprise architecture.

Enterprise architecture is a significant management tool for the implementation of technology solutions and business solutions requiring technology support. Enterprise architecture is comprised of three distinct architectures: business,, information, and technical.

## Information Sharing Standards

Effective integration relies on a foundation of standards. The SAVIN system must utilize the following industry information sharing standards:

- Data exchanges with the system should comply with the U.S. Department of Justice Global Justice XML Data Model (GJXDM) version

3.02 or higher. The GJXDM reference model can be found at [http://it.ojp.gov/topic.jsp?topic\\_id=43](http://it.ojp.gov/topic.jsp?topic_id=43). This site contains all of the data elements that are needed to exchange data. A more specific reference model is identified further in this document.

- The system should be ready to comply with the National Information Exchange Model (NIEM) standards that are currently being developed. The goal of NIEM is to define data elements that are common across the multiple domains (i.e. justice, homeland security, public health, etc.) to facilitate information sharing across the domains. For further information on to the NIEM initiative, go to [www.niem.gov](http://www.niem.gov).
- The SAVIN System should conform to the National Association of State Chief Information Officers (NASCIO) Concept for Operations for Integrated Justice Information Sharing available at <http://www.nascio.org/nascioCommittees/ea/ConOps2003.pdf>.

Specifically:

- Information is captured at the originating point, rather than reconstructing it later.
- Information is captured once and reused, rather than re-captured when needed again.
- Security and privacy are priorities in the development of integrated justice capabilities, and in the determination of standards.

- Integration builds on current infrastructure and incorporates capabilities and functionality of existing information systems, where possible.

### ***Participating System Interfaces***

The overall SAVIN architecture must support the ability to receive data from multiple data sources. The solution must accept data from the participating agencies' existing RMS, JMS, or CMS systems and be able to process that data to provide the information and make notifications. In no way should the SAVIN solution dictate a JMS, CMS, or RMS system standard.

### ***External Communication Methods***

The SAVIN System is a communication mechanism to provide information and notifications to the victims in their states. Because the system is serving the general public, the system must provide a variety of methods to communicate with constituents.

1. Telephone - The SAVIN System must provide an Interactive Voice Response (IVR) capability for both inbound and outbound communications. The IVR system must be able to handle multiple languages that will be represented by their constituents. The capacity for the telephone capability must be sufficient so that a program will receive no busy signals during an inbound call. In addition, the system must be able to make all outbound notifications within 15 minutes after the data is received. Although not required, utilizing Text to Speech

(TTS) capabilities to pronounce the variable information would provide for a more usable system.

2. Web - The SAVIN Program must provide public access to information through a web portal. The portal must be able **to only** provide access to offender information allowed by the laws governing the particular jurisdiction. The SAVIN Program must also provide a secure administrative portal through which to administer the program. Both web portals should conform to the Section 508 Act. More information from this accessibility standard can be found at <http://www.section508.gov/>.
3. Email - The SAVIN Program must provide the capability to send outbound email notifications of events to registered participants. Emails must be sent within 15 minutes after the data is received by the SAVIN Program.
4. Telecommunications Device for the Deaf (TDD) - The SAVIN Program must provide the capability for automated TDD services. The SAVIN Program must be able to provide the same automated inbound and outbound scripts for TDD as available through the IVR capability. The TDD services must be able to scale so that the system provides minimal busy signals during an inbound call attempt and provide the capability to make all outbound TDD notifications within 15 minutes after initial notification.

## **Reliability**

There are three main components to SAVIN system reliability. The first major component is **availability** of the

application. This area addresses the specifics of making sure that the system is available for people to access. Because of the public nature of the system, it must be available for large periods of time and have minimal disruptions. The SAVIN system should have the following availability requirements:

1. The SAVIN system should provide accessibility to both information and notification 24 hours per day, 7 days a week, and 365 days per year with a short weekly maintenance window. It is crucial that victims are able to access information on their own terms as well as receive emergency notification of events such as an escape anytime day or night.
2. The SAVIN system must maintain 99.95% availability as measured on a monthly basis. This availability measurement must measure components at the hardware and software level.

The second area that SAVIN system must address is **integrity** of the system. The SAVIN system must provide capabilities that will ensure that the ongoing integrity of the system is intact. The system must provide the capability to:

1. Detect when data is not being sent correctly to the system.
2. Detect attempts at hacking into the system.
3. Have the capability to verify that data between multiple systems is synchronized.

The third area of reliability that the SAVIN system must address is **protection against a catastrophic event**. This 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:

1. Backup procedures must be available in case a failure in any of the components occurs. 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.
2. A warm central backup site must be 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 having the computing environment and software available in a separate environment and data being replicated on the warm backup site so that no (or minimal) restores are required.

## ***Transmission Technologies***

### **Connectivity**

Connectivity addresses how the remote facilities will physically access the provider's SAVIN hosting facility to send data. The SAVIN system cost must effectively integrate systems from across the state and therefore must be able to use multiple types of communication methods to connect with remote systems, while maintaining the security and integrity of the data. The SAVIN system should accept the following connectivity options:

1. Virtual Private Network (VPN) - A VPN uses encryption technologies to establish a connection between facilities that is secure and private. A VPN creates a private tunnel via the Internet to the facility where the public cannot see the data that is being sent.
2. Internet - Most agencies will have Internet access to their facilities. However, if the Internet is chosen, additional security measures must be implemented. Only transmission protocols that use encryption can be used. The service provider must provide measures to protect the servers that are exposed to the Internet and be able to demonstrate the measures are intact.
3. Dial - Dial access must still be available. For some facilities in rural locations, dial transmission will be the only reasonable connectivity alternative available. Other Internet access methods, such as Digital Subscriber Lines (DSL) or cable may not be available and the data required is small enough that dial up connectivity will be feasible.
4. Direct Line - In the direct line alternative, the provider will establish a dedicated network connection to the remote facility. This may be either a T-1 or frame relay circuit that is private from the remote facility to the provider's hosting facility. While this alternative will guarantee high speed connectivity to the facility for the SAVIN system, cost of the network connectivity may be a major factor locally.

## Transmission Protocol

The transmission protocol addresses how the information is going to be sent between the remote facilities to the provider's facility. Multiple factors go into selecting the appropriate transmission protocol for a remote facility. The general guideline is to use the most robust and secure protocol available to a facility. Because SAVIN is designed to minimize the disruption of any facility, the provider should attempt to utilize a transmission protocol that is already available at the facility, without compromising integrity and security. The provider must accept the following transmission protocols at a minimum:

1. Secure File Transfer Protocol (SFTP)- SFTP is the preferred FTP method over the Secure Shell protocol. This adds the security of encryption with the standard FTP protocol. SFTP uses keys rather than certificates to identify valid computers.
2. Hypertext Transfer Protocol over Secure Sockets Layer (HTTPS or HTTP over SSL) - HTTPS is the standard method of sending encrypted web pages and files to a browser. This protocol is now gaining wide popularity for transmitting files between servers. The transmissions are encrypted and there are mechanisms to check for the integrity of the file to ensure that only complete files are transmitted and that no partial files are transmitted.
3. File Transfer Protocol (FTP) - The File Transfer Protocol is a widely used method of delivering files between computers. The biggest drawback of this alternative is that it does not have encryption built in. User ID,

passwords, and text files are in clear text and can be easily intercepted. Because of these limitations, the provider will need to establish additional network security measures to protect the data.

4. File Transfer Protocol over Secure Socket Layer (FTPS) - FTPS is straight forward extension to an existing FTP infrastructure over an SSL connection.
5. Simple Object Access Protocol (SOAP) - SOAP is a relatively new industry standard method to access programs on remote computers both within an organization and across the Internet. SOAP is a viable option with additional security mechanisms implemented.
6. Messaging protocol - Software such as MQ or some other software conforming to the JMS API standard. These technologies are typically used by larger agencies that have robust computing environments. The message protocol has built-in security and delivery assurance that is critical for large-scale systems.

## ***Management Architecture***

Because of the sensitive nature of the SAVIN system, proper management of the interfaces, data exchanges, and base notification system is critical. For any given state's SAVIN system, the provider may need to work with several different vendors to provide a comprehensive solution. Support organizations must have tools that will help manage the data flow and quickly detect when something has changed in the original system.



## **Availability Management**

There are several management areas that must be addressed for a successful SAVIN system. The first area to address is availability management, a systems management capability that must exist for the hardware, operating system, and application components. The SAVIN solution must be able to interface with standard Simple Network Management Protocol (SNMP) tools to provide status information to a network management tool.

Because the SAVIN system is utilized at all hours of the day, the operational owner of the system must provide technical monitoring and support services 24x7x365. It is critical to provide immediate response should something need attention.

## **Data Management**

The second area of management centers on data management. The SAVIN solution must monitor data at the following levels:

1. The SAVIN system must be able to monitor the frequency of data transmissions and compare that to a specific normal pattern of data transmission for the particular agency.
2. The SAVIN system must be able to alert support personnel of any anomalies that have occurred for the particular agency.

## **Transaction Management**

Because the SAVIN system is receiving transactional data from other operational systems, the system must be able to monitor each of the different types of

transactions received and create an alert if there are transactions that have not been received within a certain timeframe. The SAVIN system must also create an alert if new transactions are coming in that the system may not know how to address.

## **Data Quality Management**

The SAVIN system must also validate that the appropriate fields are continuing to be sent and that the values are appropriate for each of the fields.

## **Transactional Integrity**

The SAVIN system must have safeguards to ensure transactional consistency between it and the other operational systems. In addition, the SAVIN system must have a method to validate that it is consistent with the other operational systems and provide a mechanism to recover from any abnormal condition.

## **Communication Management**

The third area of management centers on the tracking of user interactions with the system. Because of the sensitive and critical information that SAVIN provides, a detailed log of all interactions with users must be maintained to support problem determination and related investigations. The system must be able to trace all notifications back to the date and time that all call attempts were made and the data record that triggered the notifications. Each communication channel must provide as many extensive traceability features as possible for the given technology. The following requirements must be met:

1. For all communications channels, the system must be able to show when the data was received, the agency transmitting the data, and its corresponding system that created the record and to what notification channel it was distributed.
2. For the IVR and TDD channels, the system must provide a detailed call progress analysis that shows all of the attempted calls and the status of each. If a person answers the call, the system must provide a log of the prompts played and keys pressed by the user. Because the system is anonymous, the interactions must be traced to a phone number that was called.
3. For the email communications channel, the system must provide a report of any emails that could not be delivered to the email address.
4. Because of the stateless nature of the web and the impact of dynamic IP addressing, options are limited in tracing interactions with the public website. The SAVIN system should track the queries that are being submitted by the active IP address. The web-based management portal should track interactions at a much more granular level. Because the management portal requires a login and enables the user to register people and administer the system, the SAVIN system should track all interactions from the user. Specifically any additions or changes to registrations should be tracked.

### **Data Types**

Information needed to provide the appropriate level of information to victims

comes from multiple records from either one or multiple systems. Each originating system will store the information in different areas and formats. The basic domains of information that should be sent to the SAVIN system are:

1. Offender
  - a) Basic information
  - b) Custody status (in custody, parole, probation, sex offender, etc.)
  - c) Physical description
  - d) Alias
  - e) Charges
2. Court Cases
  - a) Protective orders
  - b) Court events
3. Victim information
4. Arrest

The SAVIN system must be able to accept potentially different code tables from each agency. Code tables that might be different between agencies would be local charge codes and descriptive codes. The SAVIN system must be able to map each of the codes into the appropriate standard code and notify victims appropriately based on those codes.

### **Data Exchange**

The actual exchange of data between the local agencies and the SAVIN system must adhere to specific standards. These dictate the format, timing, and validation rules related to the data.

## **Data Exchange Standards**

The standards and policies on the data exchange will vary slightly between types of agencies and by state. For example, a Department of Corrections will not need to send data as frequently as a local jail because the releases are scheduled further in advance. In general, the data exchanges should follow these guidelines:

## **Data Transmission Timing**

For local agencies, the data must be sent in near real time. The transactions must be sent at a maximum of 15 minutes apart for jails or police holding facilities. For courts and Departments of Corrections, the data can be sent daily.

## **Transactional Consistency**

The technologies used in the exchange must provide methods to make sure that all records sent by the originating system are received by the SAVIN system. In addition, the system must be able to recover from any data transmission issues that do occur. Specifically, the system must provide for a way to validate that the originating system and the victim notification system are consistent with each other and provide for a mechanism to re-establish a consistency between the systems.

## **Record Management**

The system must provide for a way to address records that are rejected by the system for having invalid data. The system must notify the appropriate personnel and give them tools with which to research and correct the problem.

## **Originating Data Systems**

The SAVIN implementation must minimize any changes to those systems originating input data.

## **Security**

All information that is processed through the SAVIN system must be protected from unauthorized access. The most sensitive and most important data is that related to the victim. This data, if improperly released, could have negative consequences for the victim.

The SAVIN system must ensure that data related to victims remains unavailable to anyone other than the person entering the data.

## **Security Standards**

Security must be addressed at the network, application, and organizational levels. Although the nature of the SAVIN system does not require the use of existing Criminal Justice Information Systems (CJIS) security policies, these policies should be enacted as closely as possible. At the time of this writing, the most recent draft of the policy is Version 4, dated September 2004.

At the network level, the SAVIN system must conform to the following standards:

1. All communications must be encrypted with the AES Rijndael 128 bit encryption standard.
2. Anti-virus software must be installed on all Windows based machines on the network.
3. At the application level, the SAVIN system must conform to the following standards:

a. All administrative users must have a login with a password that conforms to standard security policies.

b. Each SAVIN stakeholder accessing the system will be authenticated against a list of authorized users.

present in any facilities that are supporting the SAVIN system.

5. The organization supporting the SAVIN system must have a defined method of reporting any security incidents to all organizations using the system.

Passwords must conform to the following standards:

1. Must be a minimum length of eight characters.
2. Should not be a dictionary word or proper name.
3. Must not be transmitted in clear text outside the secure domain of the facility.

### **Organizational Standards**

Any organization that is supporting the SAVIN system must conform to the following standards:

1. All employees of the organization that support the system must go through security awareness training.
2. Access to the facility housing the computers running the SAVIN system must be secured and access to the facility must be logged.
3. The managing state organization must name an Information Security Officer who will be responsible for the security policies and practices for the system.
4. Authorized personnel must accompany visitors at all times while

## **SAVIN Vendor Operations**

Service level standards are crucial to the success of any SAVIN system. These guidelines and standards will be the basis for determining the quality and measuring the performance of the SAVIN Program. The vendor should demonstrate the ability to provide 99.95% system uptime by providing servers/system redundancy, 24-hour IT staffing and support, etc. Minimum standards should be set for the following areas:

### ***SAVIN Vendor Operations Standards***

#### **Account Management**

A process should be developed by the SAVIN vendor 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.

#### **Alarm Management**

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

1. Data monitoring frequency – 24 hours a day, 365 days a year.
2. Alarms monitored by technical support staff 24 hours a day, 365 days a year.
3. Customer notification of alarm conditions.

4. Alarm resolution.
5. 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 service to the victims suffers as the quality and/or timely transmission of data deteriorates. Standards should be developed for the following:

1. The design and development of high-quality data interfaces between the SAVIN provider, the customer, and the customer's vendor(s).
2. Methods of maintaining the quality of data interfaces to ensure that the interface performs and remains compliant with the original design specifications;
3. Resolution of problems that arise with a data interface.
4. Database synchronization – ensuring that the data maintained by the SAVIN vendor is accurate and up-to-date at all times.
5. 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 issues 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:

1. Incident tracking
2. Problem resolution
3. Agency communication
4. Change management / change requests
5. Escalation process

### **Program Reporting**

The SAVIN system should provide a SAVIN Program Manager with a complete and accurate update (at minimum on a monthly basis, 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:

1. Statistical reports
  - a. inbound call volume
  - b. number of outbound notifications
  - c. number of notifications confirmed, unconfirmed or undeliverable
  - d. number of victim registrations
  - e. number of active and inactive registrations
2. Alarm monitor reports
3. Incident tracking reports
4. Change management and problem resolution

### **Notification Types**

All 50 states have statutory provisions that address some type of victim notification. In many states, victims of crime have a statutory right to receive notification of their rights as a crime victim as well as notification of hearings and other events involving the person accused of the crime committed against them.

The National Center for Victims of Crime has identified the following possible points of victim notification. SAVIN systems should address the state's legal requirements for notification.

### **Notification of Victim's Rights:**

1. To compensation
2. To restitution
3. To notice of events and proceedings
4. To a speedy trial
5. To attend proceedings
6. To be heard at proceedings
7. To consult with prosecutor
8. To protection from offender
9. To information on how to request or exercise the above rights
10. To information on how to obtain information about case status
11. To the name and telephone number of contact person in the system
12. To referrals to victim assistance

13. To an explanation of the legal process and/or court proceedings

**Notification of Hearings - Rights to Attend and Participate in:**

1. Bail hearings
2. Bail review/modification hearings
3. Grand jury hearings
4. Other pre-trial hearings
5. Hearings on acceptance of diversion
6. Hearings on acceptance of a plea bargain
7. Trials
8. Sentencing
9. Post-sentencing hearings
10. Appellate proceedings
11. Probation revocation hearings
12. Probation modification hearings
13. Temporary release hearings
14. Parole hearings
15. Parole revocation hearings
16. Parole modification hearings
17. Pardon/commutation proceedings
18. Hearings on defendant's competency to stand trial
19. Hearings on defendant's release from mental institution

20. Cancelled or rescheduled hearings

21. Execution (in capital cases)

**Right to Notice of the Following Events:**

1. Arrest of the offender
2. Bail or other pre-trial release of offender, and conditions of release
3. Indictment
4. Dismissal of charges
5. Dropping of case
6. Plea negotiations
7. Plea bargain
8. Outcome of trial
9. Sentence of offender
10. Appellate request (by offender or by the State) for convicted offender's DNA testing
11. Filing of an appeal
12. Outcome of appeal
13. Earliest possible release date for incarcerated offender
14. Probation of offender
15. Probation revocation/reinstatement of suspended sentence
16. When offender is in "out to court" status

17. Transfer of offender from corrections to another jurisdiction (e.g., mental institution, INS custody, etc.)
18. Furlough
19. Work release
20. Transfer from one prison facility to another
21. Change of security status
22. Parole
23. Parole revocation
24. Pardon/commutation of sentence
25. Escape
26. Recapture
27. Death of offender
28. Execution of offender (in capital cases)
29. Offender's release from mental institution
30. Others not included in this list



## **SAVIN Training Standards**

Any training should include strategies for educating stakeholders, as well as for public education activities designed to reach crime victims and survivors. Such ongoing training efforts will educate the stakeholders about how the SAVIN Program works, and what their role is to ensure the program realizes its expected outcomes. All training material must be reviewed by the state SGC.

Each SAVIN Implementation Plan and each SAVIN Operation Plan must include a training plan for educating law enforcement, prosecutors, court personnel, community, and institutional corrections, community, and system based victim advocates, crime victims/survivors, and the public about the program, as well as about how they can promote greater victim and public awareness about SAVIN services. This training plan should be a combination of 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; i.e., 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.

In each state, SAVIN Program Managers should try to access an annual training calendar that is available in most states that will provide information about training venues such as conferences, regional training programs, and activities

sponsored in conjunction with victim-related commemorative weeks, etc. Opportunities to educate key stakeholders about SAVIN should be explored and implemented.

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. The vendor will provide guidance in developing awareness and public outreach information that is relevant to a wide variety of stakeholders and audiences.

### ***Training Standards***

A formal SAVIN training plan must be incorporated into the SAVIN Implementation Plan and the SAVIN Operations Plan.

Specific training curricula should be developed for individuals, agencies, local and state associations, and training academies and other training venues for law enforcement, court personnel and the judiciary, prosecutors, community and institutional corrections, community and system-based victim advocates, allied professionals (such as mental health, health, schools and multi-faith communities), and crime victims and survivors.

1. Initial on-site training should occur for each community participating in SAVIN either on a community or regional basis.
2. Cost-effective use of technologies, as part of face-to-face training programs, web cast

training, and other technology-based interactive training is encouraged.

and any relevant literature, including brochures, posters, palm cards, etc.

3. Training should be available through a variety of media; i.e., printed and promotional materials, video/DVD, computer-based training, interactive web-based training DVD or CD media.
4. Key stakeholders who attend training programs should be encouraged to – and provided assistance to – provide information about SAVIN in their ongoing outreach efforts.

Because opportunities to provide information and education about SAVIN differ significantly among key stakeholder populations, training modules should be developed that:

1. Utilize and incorporate adult learning theory (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>).
2. Identify important benefits of SAVIN for key stakeholders, such as crime victims and survivors, law enforcement, courts, jails, institutional, and community corrections, and the public.
3. Include an Instructors’ Guide and related participant materials, including information about the overall SAVIN initiative and its sponsors; mission, goals, and objectives; copies of presentations,

## **SAVIN Public Awareness Overview**

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 both approaches for working with the news media and other public outreach venues to inform the public about the SAVIN Program, but also to respond to media inquiries about the service. Talk shows, opinion/editorial columns, letters to the editor, and interview opportunities offer very effective vehicles for promoting a SAVIN Program and for highlighting the important role the customer/stakeholder plays in the program's success. National Crime Victims' Rights Week and Domestic Violence Awareness Month, along with other victim-related commemorative events, are particularly good times to approach the media about SAVIN. 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. The SAVIN vendor should help local or state agencies and organizations seek proactive media outreach, and/or assist with media opportunities as they become available. Any language that is supported within the SAVIN Program must also be supported in the public awareness program.

### ***Public Awareness Standards***

A public awareness plan should be developed and incorporated into the implementation and operation plan for the SAVIN Program. This plan should address:

1. Development of a comprehensive roster for local and state media, including broadcast, print, and web, with an emphasis on individual journalists who cover issues related to crime and victimization.
2. Development of a comprehensive roster of both community- and system-based victim service providers who can help publicize SAVIN in their ongoing outreach to victims and survivors.
3. Sponsorship of outreach events through the media including press conferences, public service announcements, opinion/editorial columns written by key stakeholders and community leaders, and other components of public service campaigns.
4. Seeking corporate involvement in victim services and victim notification awareness.
5. Development of informational resources and materials for public outlets that victims will visit (shelters, hospitals, DA's offices, victim assistance programs, etc.).
6. Development of materials for distribution by law enforcement and other criminal and juvenile justice agencies that interact with victims.
7. Development of speaking points for SAVIN proponents (e.g., elected or appointed officials, victim advocates, etc.).
8. Incorporation of SAVIN blurbs or talking points into ongoing victim

awareness materials and activities sponsored by key stakeholders.

9. Web-based tools available to the public, including victims/survivors.
10. The use 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, agency web sites should include references to the SAVIN Program and links to services.
11. Media events should be held each year to promote and inform the public about the SAVIN Program. Ideal times to achieve media and public awareness include National Crime Victims' Rights Week in April and National Domestic Violence Awareness Month held in October, and other victim-related commemorative events. Milestone activities should be planned around service metrics or anniversaries of statewide participation in SAVIN Programs to offer additional opportunities for public awareness events.