

Relating to Community Recovery after the Tragedy at Umpqua Community College Recovery Framework and Support-to-Date

Background

On October 1, 2015, Oregon experienced the worst mass shooting in the state's history at Umpqua Community College where ten people were killed including the shooter, eight people were wounded, hundreds of students, faculty, staff, families, and first responders were traumatized and thousands of community members mourned.

Within days of the initial response, the community organized themselves for recovery with the formation of the Community Health and Recovery Team (CHART) – a coalition of front line staff from agencies and organizations leading the recovery effort. In November 2015 it became clear that agency and organizational leadership needed to come together to make decisions on behalf of their community and engage with state and federal agencies. At the request of the community, the Governor's office has assisted in developing The Leadership Council (TLC) and provided organizational support for TLC throughout 2016.

The Leadership Council - TLC

TLC is the decision making group of CHART, comprised of a broad cross section of local community leaders and decision makers to represent the community and make decisions relating to recovery. The group includes first responders, UCC leadership, elected officials, local government, foundation and NGO directors, civic, faith, and business leaders, tribal leaders and medical professionals.

TLC came together in early 2016 and meets twice a month to build community resiliency, strengthen relationships and communication, and help the community's ongoing recovery. TLC has worked together to understand who has been impacted by the tragedy and assess the capacity, availability and qualifications of existing programs to address the current and future recovery needs of victims and their families. In coordination with CHART and learning from other communities in recovery TLC has identified program areas to strengthen and service gaps to address.

Community Trauma Continues to Grow

Working with other communities impacted by mass violence, TLC has learned that it is common for victims to carry their trauma for decades and often not seek help unless retriggered by a similar event in another place or other events in their lives. In Douglas County, evidence of ongoing, unaddressed trauma in the community continues to rise after October 1, 2015. Local agencies and organizations report limited capacity to meet the need. Local schools and employers report increase in mental health issues, absenteeism, challenging behavior and illness. Domestic violence has increased nearly 20% and homicides have doubled. Considering the FBI data reports showing Douglas County had the highest rate of violent crime in Oregon 2014, these increases are significant.

First responder agencies report difficulty in retaining current staff and filling job vacancies. Communities in recovery have reported that without a sustained effort to support first responders, within five years of a mass violence incident nearly 50% of the first responder work force will have left the community. In Douglas County, most of the responding and recovery agencies have not engaged in a supported

debriefing session to understand and address their grief – there have been several reports of suicide attempts and people leaving their jobs.

Economic development agencies and business groups report job losses as the community continues to be branded with a negative image limiting economic growth and challenging workforce development with more than 1000 jobs unfilled.

Identifying and Supporting Victims

The Victims of Crime Act (VOCA) relating to crime victim compensation through the Antiterrorism and Emergency Assistance program at the US Department of Justice, defines a “victim” as students and staff in the immediate proximity to Snyder hall, and emergency services personnel who responded to the scene, at the hospital and at the reunification center. Oregon VOCA officials also consider all students and staff on campus on 10/1/15 to be victims of this incident. In 2014-2015 there were more than 14,000 students enrolled at UCC with nearly 3000 students and faculty on campus at any one time. Ten people were killed, including the shooter and eight people injured – including several with life-long injuries. There were more than 30 people in the classroom and adjacent classrooms with many more in the hall, library and common areas in the immediate vicinity. The Oregon State Department of Justice Office of Victims of Crime has processed applications for support from 167 victims-to-date. TLC has asserted that their entire community has been traumatized by the event.

Victims of the UCC Mass Shooting

A “Victim” is a self identified member of the community who has been adversely impacted by the UCC mass shooting on 10/1/15.

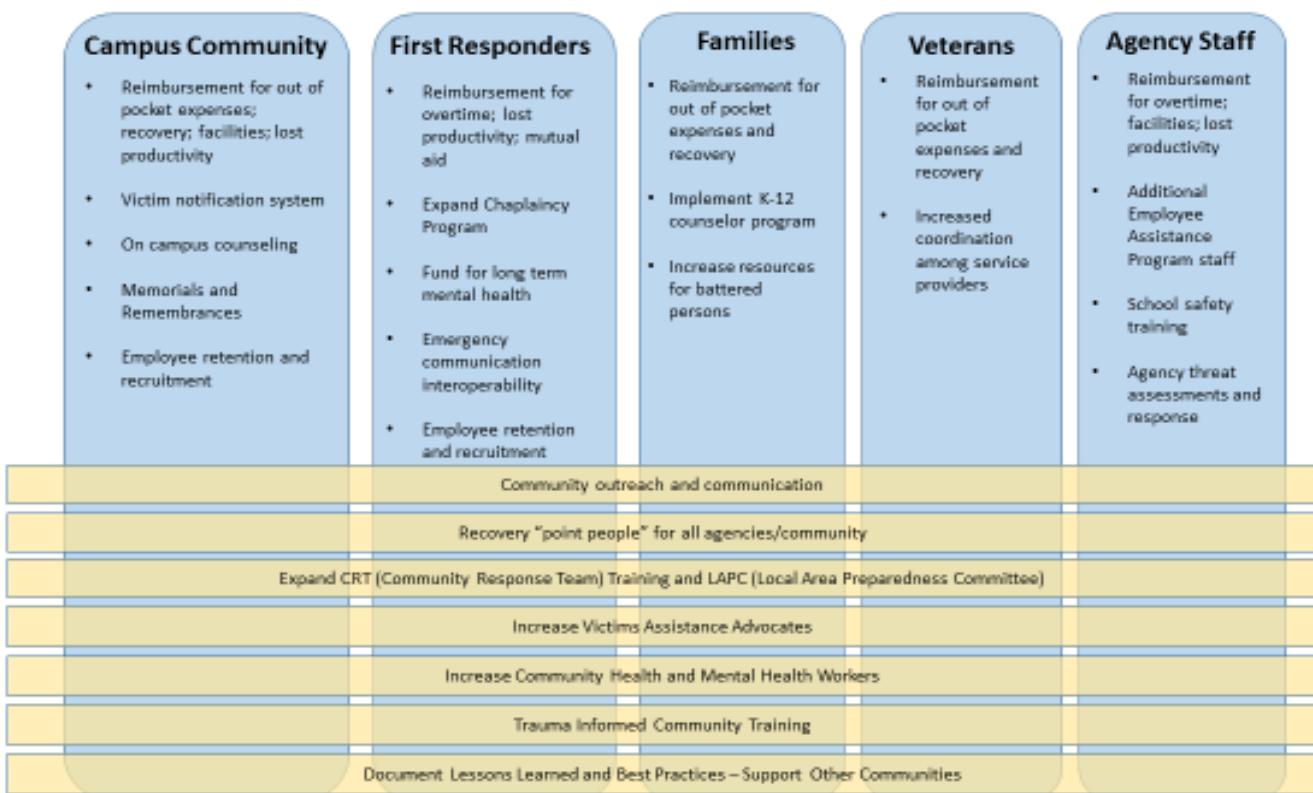


TLC April 19, 2016

Recovery Framework

The Leadership Council has developed a mid-term healing and recovery framework to help the community heal, recover and grow into a vital community. TLC has worked diligently with the US Department of Justice Office of Victims of Crimes to identify community needs that fit within the guidelines for the Antiterrorism Emergency Assistance Program (AEAP) grant which includes limited reimbursement for responding agencies and short duration funds for victim-centric new initiatives. TLC has identified service gaps, reimbursement needs and new program areas in addition to those allowed under the AEAP grant criteria, that are present in other communities impacted by mass violence and have been proven to be critical for the ongoing recovery of these communities. TLC is concerned that the limited duration (18 months) for funds available through the AEAP grant is inadequate to address the long term recovery needs of the community and has included in their framework the continuation of initiatives through 2019. TLC is requesting funds from the 2017 Legislature to support continued funding of AEAP initiatives and funding for those services identified as necessary but not within the AEAP grant criteria.

TLC Identified Community Recovery Needs



Reimbursement and Program Needs TLC April 15, 2016

TLC developed this chart to show the communities of victims and associated recovery needs specific to each community as well as initiatives that address multiple or all communities. The chart was helpful for TLC to develop the AEAP grant request and continues to guide TLC's discussion of ongoing needs.

The recovery framework includes the following:

- Provide additional support to UCC victims and victims of trauma related crime since Oct 1 in the Douglas County District Attorney's office (funded through AEAP for 18 months)
- Increase capacity in the Douglas County Commissioner's office to coordinate among victims and agencies (funded through AEAP for 18 months)
- Address increased trauma related issues in the K-12 system
- Provide additional support and trauma assistance to the first responder community (partially funded through AEAP for 18 months)
- Increase local mental health service capacity and information to the community (funded through AEAP for 18 months)
- Provide additional support for reducing domestic violence increases since Oct 1 (funded through AEAP for 18 months)
- Provide mental health assistance and victims accommodations at UCC (partially funded through AEAP for 18 months)
- Develop a Lessons Learned and policy recommendations document through the Center for Public Service at PSU
- Implement the economic development brand strategy to overcome negative image through the Umpqua Economic Partnership
- Continue to participate in and support TLC to provide ongoing communication and coordination among decision makers from agencies and organizations with direct responsibility for the recovery of the community.
- Continue to participate in and support CHART to provide an ongoing forum for service providers and community members to participate in guiding the community recovery efforts moving forward.

TLC is also working with Oregon's federal delegation, foundation community and others to identify additional sources of funding for the immediate and mid-term needs in the recovery framework. TLC together with CHART is working to develop the longer term recovery framework and sustainability of programs. TLC anticipates that service needs in some areas will decrease although it is unclear what future needs may be. In working with other communities impacted by mass violence, there are many factors that contribute to a community's ability to recover including access to and availability of mental health services, stability of basic services – education, public health, safety and, economic stability and opportunity – which are all challenges for Douglas County communities.

2017 Legislative Request

TLC is requesting \$2,310,000 to help fund the recovery framework as follows:

Immediate Community Recovery Needs	Cost Estimate <i>(1year/rounded)</i>
K-12 Youth Trauma Counselors with the Douglas County Education Service District (2fte)	\$250,000
Qualified trauma assistance for agency and organizational debriefings and ongoing support (including but not limited to - DC Fire District #2; Bay City Ambulance; UCC; Douglas County; City of Roseburg) divided among the agencies	\$100,000
Initial support to develop a Lessons Learned and policy recommendations document through the Center for Public Service at PSU	\$50,000
Initial support to implement the economic development brand strategy to overcome negative image through the Umpqua Economic Partnership	\$50,000
Continued support for TLC and CHART	\$50,000
Total emergency request	\$500,000

Continued Community Recovery Needs	Cost Estimate <i>(biennium/rounded)</i>
Douglas County Victim's Assistance Advocate (1fte)	\$110,000
Douglas County Community Recovery Navigator (1fte)	\$50,000
K-12 Youth Trauma Counselors with the Douglas County Education Service District (2fte)	\$200,000
Qualified trauma assistance for agency and organizational debriefings and ongoing support (DC Fire District #2; Ambulance provider; UCC; Douglas County; City of Roseburg; Mercy Hospital) divided among the agencies	\$450,000
Increased local mental health capacity including additional Licensed Clinical Social Workers (1fte), advanced training for current staff at ADAPT, Mental Health First Aid training for community leaders	\$250,000
Battered Person's Advocacy Program (.5fte)	\$40,000
UCC Victims Mental Health Therapist (1fte) and UCC Victim Accommodation Specialist (.5fte)	\$100,000
Support to complete the Lessons Learned and policy recommendations document through the Center for Public Service at PSU	\$50,000
Support to implement the economic development brand strategy to overcome negative image through the Umpqua Economic Partnership	\$200,000
Continued support for TLC and CHART	\$80,000
Reimbursement for agencies and organizations for expenses incurred that have not been reimbursed by the AEAP grant or other funding sources. Including – Greater Douglas United Way, City of Roseburg and EMS services.	\$280,000
Total HB2590 Request	\$1,810,000

TLC will continue to work with each other, CHART, key legislators and the Governor's office to further refine HB 2590 to address the ongoing needs outlined above. Note that it is anticipated that some positions would be reduced in the 2019-2021 biennium. TLC has begun researching other funding mechanisms for some of the identified needs. The increased agency/organizational capacity will allow TLC to pursue additional funding sources. Detailed budgets and narratives are available upon request for each of the line items listed above.

Federal Government Support-To-Date

United States Department of Justice

On December 23, 2016, the State of Oregon was awarded \$1,202,740.26 from the federal government through the Antiterrorism and Emergency Assistance (AEAP) program at the US Department of Justice. The grant funds are administered by the Oregon State Department of Justice, Crime Victims Services Division (CVSD) to be distributed on a reimbursement basis to the local grant recipients. More than \$500k is for reimbursement of expenses relating to immediate response and recovery incurred above and beyond normal operating expenses for local and state agencies including Oregon Health Authority, Oregon Department of Administrative Services, local Police, Fire, medical and mental health agencies. The \$700k remaining is to support new initiatives for a limited duration (18 months) to build capacity within local and state agencies to support victims, their families and the ongoing recovery of the community (AEAP grant budget is attached).

United States Department of Education

Umpqua Community College received a Project SERV (School Emergency Response to Violence) grant from the U.S. Department of Education for \$529,623 to restore the learning environment at UCC, specifically (1) to provide immediate security measures to restore a sense of safety for students and staff; (2) to provide student support and wellness; and (3) to provide faculty and staff training and support. UCC has coordinated with the Department of Education to ensure that there will be no duplication of services with any funding awarded through the AEAP grant application.

State Government Support-to Date

Oregon Department of Justice

The Oregon Department of Justice (ODOJ) – Crime Victims Services Division (CVSD) administers the state Victims of Crime Act (VOCA) Program. CVSD activated its emergency crime victim compensation application process which expedites claim processing. To date 167 applications have been filed and \$118,298.37 has been awarded to individual victims.

Oregon Legislature

The 2016 interim session of the Oregon Legislature awarded Umpqua Community College \$4.25 million to support the reconstruction of Snyder Hall and \$1.8 million for safety and security measures. In addition Douglas County was awarded \$137k for reimbursement to the Sheriff's office.

Oregon Governor's office

The Oregon Governor's office has provided \$55k in organizational support for the development and implementation of the Leadership Council

Oregon Health Authority

The Oregon Health Authority (OHA) provided a limited deployment and support for SERV-OR clinicians to serve the community together with locally trained clergy, clinicians and red-cross volunteers and The Ford Family Foundation throughout the weekend of the one year anniversary. Six state employees participated for three days.

Local Support-To-Date

There has been and continues to be tremendous support from individuals, local organizations and agencies since October 1, 2015. All of the Leadership Council and CHART agencies and organizations have contributed substantial resources of both staff time and funding. While it is difficult to accurately capture all of the support received locally and nationally, much of this support has been directed through several agencies and organizations including UCC Strong, Greater Douglas United Way, the Ford Family Foundation and the Partnership for Economic Development.

Examples of resources received-to-date:

Local Donations for individual Victims – UCC Strong

The UCC Strong Fund was created to address the unmet needs of the victims, families, first responders and those affected by the shooting tragedy at Umpqua Community College on October 1. The boards of the Umpqua Community College Foundation and Greater Douglas United Way created a committee of local leaders of the highest integrity to oversee the UCCSTRONG Fund www.uccstrong.com. The goal was to develop a process that is transparent, objective and acceptable to the community, and is managed through Greater Douglas United Way.

A Board of Directors oversees the fund which includes community representatives from UCC, the Ford Family Foundation, local businesses, the faith community and civic leaders, chaired by Neal Brown of Umpqua Bank. Over \$1.30 million dollars in donations have been received with more than \$1.17 million distributed-to-date to address the unmet needs of victims, first responders and their families affected by the tragedy. Many of the victims have years or a life time of recovery, the fund is managed to also address unmet future needs of individual victims.

NGOs - Ford Family Foundation, Greater Douglas United Way, Oregon Community Foundation and the Red Cross

The Ford Family Foundation has contributed a considerable amount of time and resources in a wide range of areas including:

Facility hosting – meeting rooms, meeting support, staff support refreshments and meals for:

- Victims, families and first responders in the hours, days after Oct 1
- Regular meetings of the CHART, TLC and meetings relating to recovery
- The three days of the SERV-OR deployment over the one year anniversary weekend

Published a special edition of their newsletter devoted to the community response to the tragedy. Details on some of the above efforts are included, along with other stories. See: <http://www.tfff.org/community-vitality/spring-2016-issue-1>.

Development of the Umpqua Story Project to help facilitate healing through personal storytelling. The project began immediately after October 1 with the purpose of providing compassionate settings where

people across the Umpqua Valley could share their experiences of kindness and generosity.
<http://umpquastoryproject.com/>

Greater Douglas United Way contributed a percentage of time of their Executive Director as part of a small team of victim support people in the immediate aftermath and for much of the following year. In addition GDUW manages the UCC Strong account.

The Red Cross provided support for victims and families in the hours, days and weeks following the tragedy including holding blood drives in the area. Red Cross staff and volunteers trained in crisis response and mental health first aid participated in the “Community Care Teams” over the one-year anniversary weekend.

The Oregon Community Foundation has provided funding for administrative and technical support for CHART.

Faith Community

Members of the local faith community provided immediate comfort and support to victims and their families the day of the shooting and continue to provide support for victims within their congregations. Local church leaders participated on their own time and expense in advanced training for Mental Health First Aid and Trauma informed community trainings to strengthen their ability to serve the community and participated in the “Community Care Teams” together with the state SERV-OR clinicians in October 2016 for the one year anniversary weekend.

Cow Creek Band of Umpqua Tribe of Indians

Tribal members were among the victims and those impacted on October 1. The Tribe has contributed to the recovery of its community and the broader community through collaboratively providing mental health services with local service providers.

Business Community - Economic Development Strategy

AHM Brands, a local marketing firm, has provided pro bono communication services and support for CHART and TLC for the past year. In addition, working in coordination with the Partnership for Economic Development and the local Chambers of Commerce, they put together a brand strategy to tell the broader story about the people and Douglas County. One outcome of this work is the website The Umpqua Life (www.theumpqualife.com). Another was the “Run to Roseburg” campaign, in June and July 2016, which focused on informing people about the Umpqua area and its beauty in conjunction with the Olympic Track Trials in Eugene. The campaign generated more than a million impressions, with individual campaigns reaching more than 100,000 users. This work is reminding the world that Douglas County is a beautiful friendly place to live, work and play. The City of Roseburg has contributed more than \$25k, the Douglas County Industrial Development Board contributed \$25k, and AHM brands has donated more than \$100k in professional services over the 14 months.

Local Government

Multiple departments within Douglas County government, the City of Roseburg, Douglas County Fire District and the Douglas County Educational Service District have been active contributors and participants in the recovery efforts. All have been consistent participants on TLC and all have

contributed a tremendous number of unreimbursed staff resources in the hours, days, weeks and months following the tragedy and the President's visit.

Local Health Organizations

ADAPT, the local mental health authority worked closely with other service providers and the state to set up a mental health drop in clinic with dedicated staff at UCC and in the community.

UCC Foundation

The Umpqua Community College Foundation established ten scholarships in memorial of the nine who lost their lives and one to honor the survivors of 10/1/15. Support for scholarship funds poured in from many community groups, corporations, and individuals far and wide. A new nonprofit called Umpqua Strong created a 5K+9K Run/Walk on October 1, 2016 and donated \$60,000 to the UCC Foundation toward the scholarships. The focus of the UCC Foundation's first major gala fundraiser in November 2016 was to endow the scholarships, support ongoing recovery needs of the college, and help establish a memorial on campus.