



NMVC

National Mass Violence Center

Providing Resources to Victims,
Survivors, & Those Who Serve Them

Overview of the Three Centers Often Created in the Aftermath of Mass Violence Incidents

March 27, 2025



13th Virtual National Town Hall on Mass Violence

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NATIONAL TOWN HALL ON MASS VIOLENCE

Sponsored by the
National Mass Violence Center (NMVC)

Providing Resources to Victims, Survivors & Those Who Serve Them

with support from
U.S. Department of Justice, Office for Victims of Crime

Housekeeping Announcements

- ♥ This National Town Hall is being recorded and has live ASL interpretation.
- ♥ Closed captioning is available to attendees; please go to your setting at the bottom of your screen and turn on "closed captions" (available in multiple languages).
- ♥ After being posted to our website, the recording, slide deck and resources will be available for download at www.nmvvrc.org.
- ♥ **Joining us by telephone?** Please email us at nmvc@musc.edu with your full name and email address to receive credit for attending.
- ♥ Thanks to many of you who sent questions to our presenters in advance – we will save time at the end to answer the most frequently asked questions.

Learning Objectives

- ♥ Define the core planning activities necessary to establish each Center, and the Federal and national resources – including potential sources of funding – to support each Center.
- ♥ Identify the specific services and support (including similarities and differences among Centers) provided by a Friends & Relatives Center, a Family Assistance Center, and a Resiliency Center.
- ♥ Describe effective strategies to create a seamless delivery of case management and services across the continuum of the three Centers.

National Town Hall Presenters

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FBI Victim Services Division

Anne Seymour, Moderator

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Core Planning Activities Necessary to Establish Each Center, and the Federal and National Resources



Angie Moreland, Ph.D.,
NMVC Associate Director, and Director, Improving
Community Preparedness Division
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National Mass Violence Center Focus

- Develop and provide evidence-based programs, services and strategies.
 - To identify and meet the needs of individuals, communities, VSPs, BH/MH providers, first responders, and others who have been impacted by MVIs or who work closely with impacted individuals.
- Assess the behavioral/mental health impact of MVI exposure.
 - Includes MVI victims/survivors and MVI-affected community members.
- Build and sustain partnerships for MVI preparedness, response, recovery and resiliency.

NMVC – Improving Community Preparedness

Transition from Improving Community Preparedness (ICP) TTA Project to the NMVC

TTA to individual communities/sites

- Provide individualized TTA to assist in developing partnerships, policies, and procedures to proactively prepare to address the needs of victims of crime after MVIs.
- Expand capacity of agencies and local governments by providing supplemental resources to those seeking to augment their existing emergency response plans.

Webinars

Trainings (virtual or in person)

Case studies/Scenarios

Review of emergency response plans

Short-term TTA

Long-term TTA

Some Lessons Learned

- You're never fully prepared no matter how much you prepare!
- Collaborate before, during and after an MVI.
- Be flexible and adaptable.
- Every experience is different.
- Every community is different.
- Who are the leaders?
- Who *say* they do the work, and who *does* the work
- Manage expectations and politics

Overview of Three Centers



Friends and
Relatives
Center



Family
Assistance
Center



Resiliency
Center

*USUALLY ESTABLISHED
IMMEDIATELY AFTER A MVI
OCCURS, OFTEN RUNNING FOR
24-48 HOURS*

*CAN OPERATE CONCURRENTLY
WITH THE FRC OR CAN BE
ESTABLISHED WHEN THE FRC
CLOSES; OR CAN BE OPEN 7-10
DAYS LONGER*

*GENERALLY ESTABLISHED
WITHIN A YEAR OF THE MVI
AND IN EXISTENCE FOR
VARYING LENGTHS OF TIME*

Development of the Three Centers Guide

(included in this Town Hall's "Resources")




** Developed jointly with the NMVC, FBI Victim Service Response Team, NTSB – Transportation Disaster Assistance Division, and American Red Cross **

Overview of Three Centers: Friends & Relatives Center, Family Assistance Center, and Resiliency Center

Following mass violence incidents (MVIs), it is encouraged that three different types of helpful Resource Centers be established by community and law enforcement leaders, and victim services and behavioral/mental health professionals:

Friends & Relatives Center (FRC)	Family Assistance Center (FAC)	Resiliency Center (RC)
<p>An FRC is a secure space where victims, survivors, and biological or chosen family members and their friends can go for timely and accurate information immediately after an MVI.</p> <p>It is the initial Center for friends/family to visit and receive information and resources. A secure record of victims, survivors, first responders, and others seeking assistance is created.</p>	<p>The provision of a private and safe space for victims and survivors continues at the FAC.</p> <p>An FAC provides a centralized point for information, and gives survivors and family members an opportunity to draw support from each other and obtain a wide range of services (described below).</p>	<p>An RC is a central hub that provides a framework for mid-to long-term recovery and support for victims, survivors, family members, and first responders impacted by a mass violence incident.</p> <p>RCs are often a partnership of people and organizations working together to offer connection, services, and support.</p>
Established immediately after the MVI, often running for 24-48 hours.	Can operate concurrently with the FRC or be established after the FRC closes; and can be open for seven-to-ten days or longer.	Generally established within a year of the MVI, and in existence for varying lengths of time.

16 Best Practices

<p>1. Incident Command</p> 	<p>2. Committee Identification & Engagement</p> 	<p>3. Up-to-Date Contact List</p> 	<p>4. Friends & Relatives Center (FRC)</p> 
<p>5. Victim Identification & Notification Protocol</p> 	<p>6. Public Information & Crisis Communications Protocol</p> 	<p>7. Volunteer Management Protocol</p> 	<p>8. Family Assistance Center (FAC) Plan</p> 
<p>9. Financial Donation Management Protocol</p> 	<p>10. Memorial & Special Event Management Protocols</p> 	<p>11. Community Behavioral Health Response</p> 	<p>12. First Responder Support</p> 
<p>13. Planning & Preparedness Grants and Emergency Funding Assistance</p> 	<p>14. Community Resilience Planning</p> 	<p>15. Criminal Justice System – Victim Support</p> 	<p>16. Training and Exercise</p> 

16 Best Practices



4. Family & Relatives Center (FRC)

- *Which stakeholders need to be involved in planning and responding?*
- *What agencies will provide essential services? POC for each?*
- *How will service providers be scheduled?*
- *Who decides when the FRC opens?*
- *What notification system is used? How has it been tested?*
- *How long will it take to activation, and to get up and running?*
- *What facilities could be used as an FRC?*

16 Best Practices



8. Family Assistance Center (FAC)

- *What affiliated agencies need to be involved?*
- *How will drills and exercises involving FAC be included in the calendar?*
- *How will security be managed?*
- *What roles are needed? What responsibilities need to be covered?*
- *Who decides when to transition to a FAC?*
- *What agency is responsible for operating the FAC?*
- *Who selects the FAC location? What facilities could be used?*

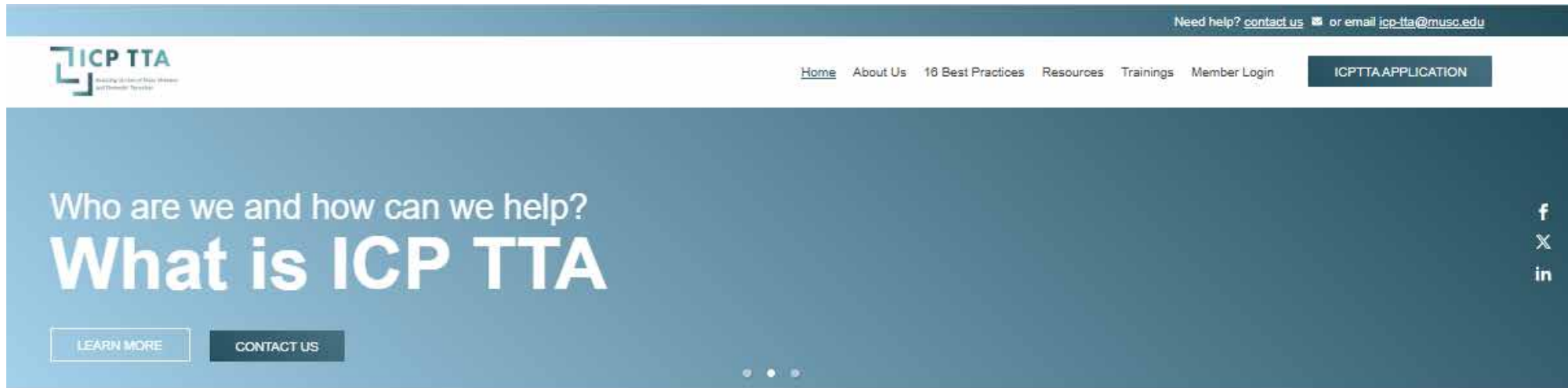
16 Best Practices



14. Community Resilience Planning

- *Who should be included in the resilience planning process?*
- *What funding avenues will finance programming and Resiliency Centers (RC)?*
- *Has an assessment been conducted of existing behavioral health services and service gaps?*
- *Who will provide services? Ensure services are not duplicated?*
- *What process will determine the type of RC needs?*
- *What facilities can serve as potential RC locations?*
- *How will victims' names and contact information be shared with the RC?*

NMVC ICP-TTA Website: <https://icptta.com/>



No one wants to think that a mass violence incident (MVI) can occur in their community, but, in reality, MVIs can occur anywhere and at any time. Unfortunately, all communities are at risk for mass violence and must consider the possibility of these tragedies striking close to home.

[START HERE](#)

FRIENDS AND RELATIVES CENTER



Krista Flannigan, J.D.

Senior Criminal Justice Subject Matter Expert
Office for Victims of Crime Training and
Technical Assistance Center





Friends and Relatives Center (FRC)

Friends and Relatives Center

A Friends and Relatives Center is immediately established as a location for family members and friends to go who fear their loved one may have been involved in a Mass Casualty Incident.

- Location of loved ones
- Victim identification services
- Missing persons operations
- Status of rescue and recovery efforts and investigation

Friends and Relatives Center (cont.)

- Other services offered
 - Disaster behavior/mental health services
 - Spiritual care services
 - Death notifications

Friends and Relatives Center (cont.)

- Spontaneous location
- Locations
 - Hospitals, hotels, churches, schools
 - Incident Commander will determine location of official center
 - Out of site and sound of incident, if possible
- Open no more than 72 hours
 - Transitions to a FAC either at the same location, but often at a different one

Service Providers

- Victim advocates/victim service professionals
- Law enforcement
- Disaster behavior/mental health providers
- Spiritual support providers

Who Will Show Up?

- Victims/Direct Impact
- Family/Friends
 - Many more than next of kin
- People wanting to help
- Curiosity seekers
- Media
- Politicians (also will show up at Incident Command [IC])
- Dogs...

Needs and Expectations

NEEDS

Information

Water

Snacks

Health / Mental Health / Spiritual Care

EXPECTATIONS

Chaos

Many people with many stories

Many people thinking they know what to do and how

Lots of good people showing up to do good

Family Assistance Center

Dr. Staci A. Beers, DSW, LSW

Acting Unit Chief

Terrorism and Special Jurisdiction Unit

FBI Victim Services Division





Mass Violence Response

Family Assistance Centers

March 27, 2025



The following slides are for use by the FBI's Victim Services Division only. Please do not disseminate.

Overview

- » The FBI's Victim Assistance Program
- » Victim Services Response Team (VSRT) Overview
- » Family Assistance Centers (FAC)
- » Wrap-up

FBI'S VICTIM ASSISTANCE PROGRAM

About the FBI's Victim Services Division (VSD)

- Established as a result of the Attorney General Guidelines (AGG) on Victim and Witness Assistance to expand and enhance the FBI's victim assistance efforts
- Mandated by AGG to identify victims, notify them of case events, and provide resources and referrals to community services



VSD Mission

To inform, support, and assist victims in navigating the aftermath of crime and the criminal justice process with dignity and resilience.



VSD Vision

Empowerment, dignity, and justice for every victim and to provide global leadership to meet the evolving needs of victims.

The FBI Victim Specialist (VS)

VSs work to ensure that **victim assistance resources, notifications, and updates** are provided to **victims** as required by the **Attorney General Guidelines**.

Work in partnership with FBI agents and task force officers (TFOs)

Available 24/7 to assist victims

Provide on-scene assistance to victims and families

Interact with other VSs, local, state, and federal agencies and NGO service providers

Victim assistance subject matter experts

OVERVIEW OF THE VICTIM SERVICES RESPONSE TEAM (VSRT)

What is the VSRT?

- » A multi-disciplinary team consisting of various FBI roles
- » Four rotating on-call teams that can deploy anywhere in the country when the impact of the crime overwhelms the ability of local resources to address victim needs
- » VSRT must be requested by the FBI field office Special Agent in Charge to the VSD Assistant Director



Our Two Favorite Team Members...



What Does the VSRT Provide?

Provide on-scene assistance to victims and families

Assist in trauma notification delivery and timely victim notifications

Coordinate support services to hospitalized victims and families of deceased victims

Support the development and management of victim lists

Facilitate cleaning and return of personal effects

Support family assistance/resource centers for victims and families

Plan for and manage family briefings and site visits

Collaborate with external agencies, support services, and employers

VSRT Responses to Date (List)

- Virginia Tech, VA 2007
- Binghamton Immigration Center, NY 2009
- Colgan Air, NY 2009
- Fort Hood, TX 2009
- Tucson, AZ 2011
- Sandy Hook Elementary School, CT 2012
- Boston Marathon Bombing, MA 2013
- Navy Yard, DC 2013
- Fort Hood, TX 2014
- Emanuel AME, SC 2015
- Grand 16 Theater, LA 2015
- Umpqua Community College, OR 2015
- Inland Regional Center, CA 2015
- Pulse Nightclub, FL 2016
- Dallas Police, TX 2016
- Baton Rouge Police Shooting, LA 2016
- Ft Lauderdale Airport, FL 2017
- Las Vegas Harvest Festival, NV 2017
- Tribeca Truck Attack, NY 2017
- Sutherland Springs Church, TX 2017
- Stoneman Douglas High School, FL 2018
- Santa Fe High School, TX 2018
- Pittsburgh Synagogue, PA 2018
- Thousand Oaks Borderline Bar & Grill, CA 2018
- Henry Pratt Warehouse, IL 2019
- Chabad of Poway Synagogue, CA 2019
- Virginia Beach Municipal Center, VA 2019
- Gilroy Garlic Festival, CA 2019
- El Paso Wal-Mart, TX 2019
- Santa Barbara Boat Fire, CA 2019
- Pensacola Naval Air Station, FL 2019
- Second Avenue Bombing, TN 2020
- TOPS Market Shooting, NY 2022
- Robb Elementary School Shooting, TX 2022
- Highland Park Parade Shooting, IL 2022
- Raleigh Shooting, NC 2022
- Allen Outlet Mall, TX 2023
- Lewiston Shooting, ME 2023
- Bourbon Street, LA 2025



Trauma Notifications



Consider establishing death/trauma notification teams as part of your planning.

Family Assistance Center

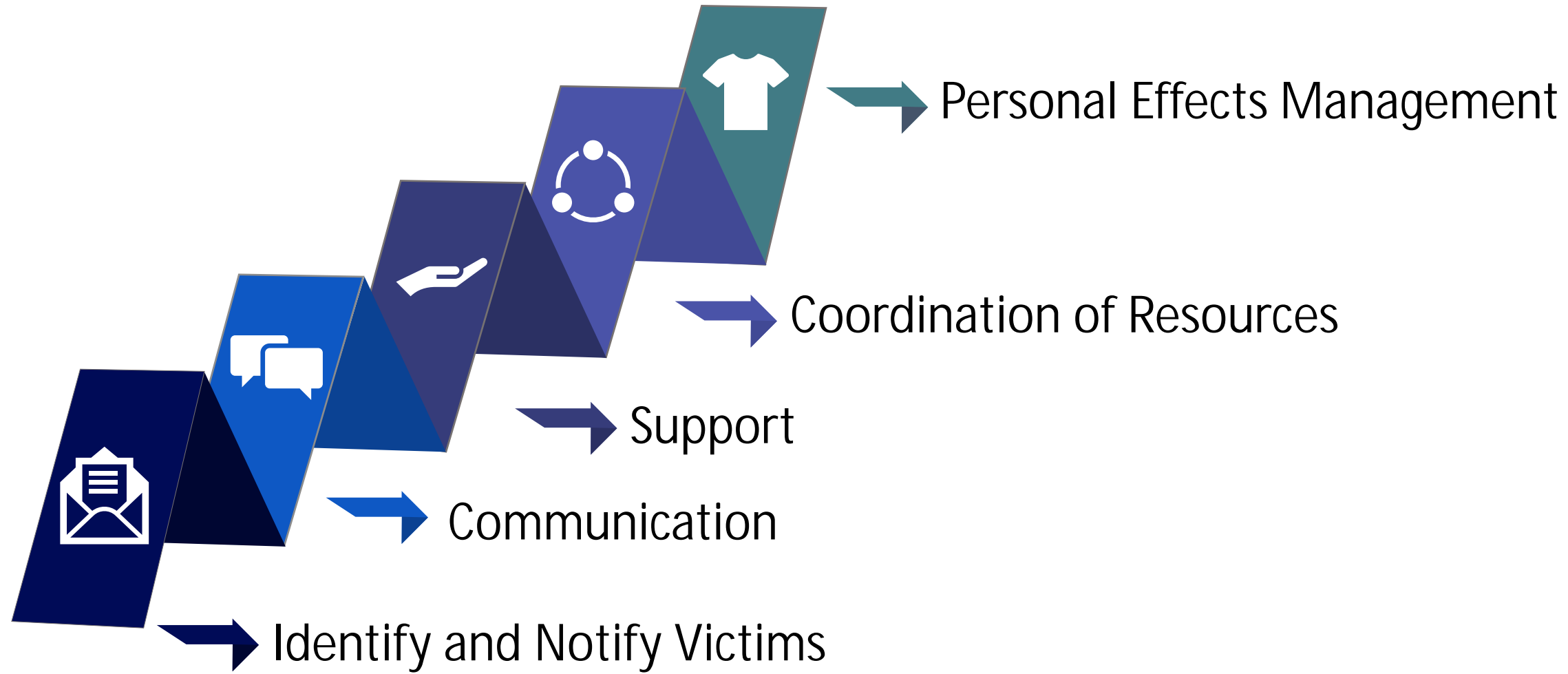
What is a Family Assistance Center (FAC)?

An FAC provides services and information to family members of those killed and to those injured and otherwise impacted by an incident. It typically:

- ü Is centrally located
- ü Provides support services from diverse providers
- ü Allows for privacy from the media



Purpose of an FAC



Establishing an FAC

There are several factors to consider when establishing an FAC.

Number of fatalities and serious injuries

Impact to the community (localized or widespread)

Victims who reside outside of the disaster area

Complexity of recovering and identifying deceased/injured victims

Location/Accessibility

Emergency/acute phase of the response

Transition phase of response

Long-term planning

FAC Considerations



Operations

- » Who is in charge?
- » How do you decide on the venue?
- » Who decides which community resources to invite?
- » Who provides security/access?
- » What are the typical hours of operation?
- » How do you determine when to transition to something more long-term?



Infrastructure

- » Secure and away from the news media
- » Large room for briefings
- » Smaller rooms for private matters
- » Intake area
- » Area for personal effects storage and return
- » Childcare
- » Access to emergency medical care
- » Food and water

Typically stays open for 7-14 days while long-term support is coordinated

Messaging



UVALDE, TX

FAMILY ASSISTANCE CENTER

LOCATION:

Uvalde County Fairplex
215 Veterans Lane
Uvalde, TX 78801

HOURS OF OPERATION:

Thursday, May 26: 9 a.m.- 5 p.m.
Friday, May 27: 9 a.m.- 5 p.m.
Saturday, May 28: 9 a.m. - 5 p.m.
Sunday, May 29: 9 a.m. - 5 p.m.
Monday, May 30: 9 a.m. - 5 p.m.
Tuesday, May 31: 9 a.m. - 5 p.m.
Wednesday, June 1: 9 a.m. - 5 p.m.

Federal, state, local and community agencies have opened the Family Assistance Center (FAC) at the Uvalde County Fairplex to address the immediate needs and provide information, support and resources to those directly affected by the Robb Elementary School Tragedy. Services will be available to family members of the deceased, those suffering physical and emotional injuries, Robb Elementary School faculty, staff, students, and others directly impacted by this tragedy.

Services available include:

CRIME VICTIM SERVICES
CONSULATE SERVICES
DEATH BENEFITS
COUNSELING/SPIRITUAL CARE
FUNERAL SERVICES
CHILD CARE AND FAMILY SERVICES
TRANSPORTATION
LANGUAGE TRANSLATION



UVALDE, TX

CENTRO DE AYUDA FAMILIAR

SITIO:

Terrenos de la Expo en el Condado de Uvalde (Uvalde County Fairplex)
215 Veterans Lane
Uvalde, TX 78801

HORAS DE SERVICIO:

Jueves, 26 de mayo: 9 a.m.- 5 p.m.
Viernes, 27 de mayo: 9 a.m.- 5 p.m.
Sábado, 28 de mayo: 9 a.m. - 5 p.m.
Domingo, 29 de mayo: 9 a.m. - 5 p.m.
Lunes, 30 de mayo: 9 a.m. - 5 p.m.
Martes, 31 de mayo: 9 a.m. - 5 p.m.
Wednesday, June 1: 9 a.m. - 5 p.m.

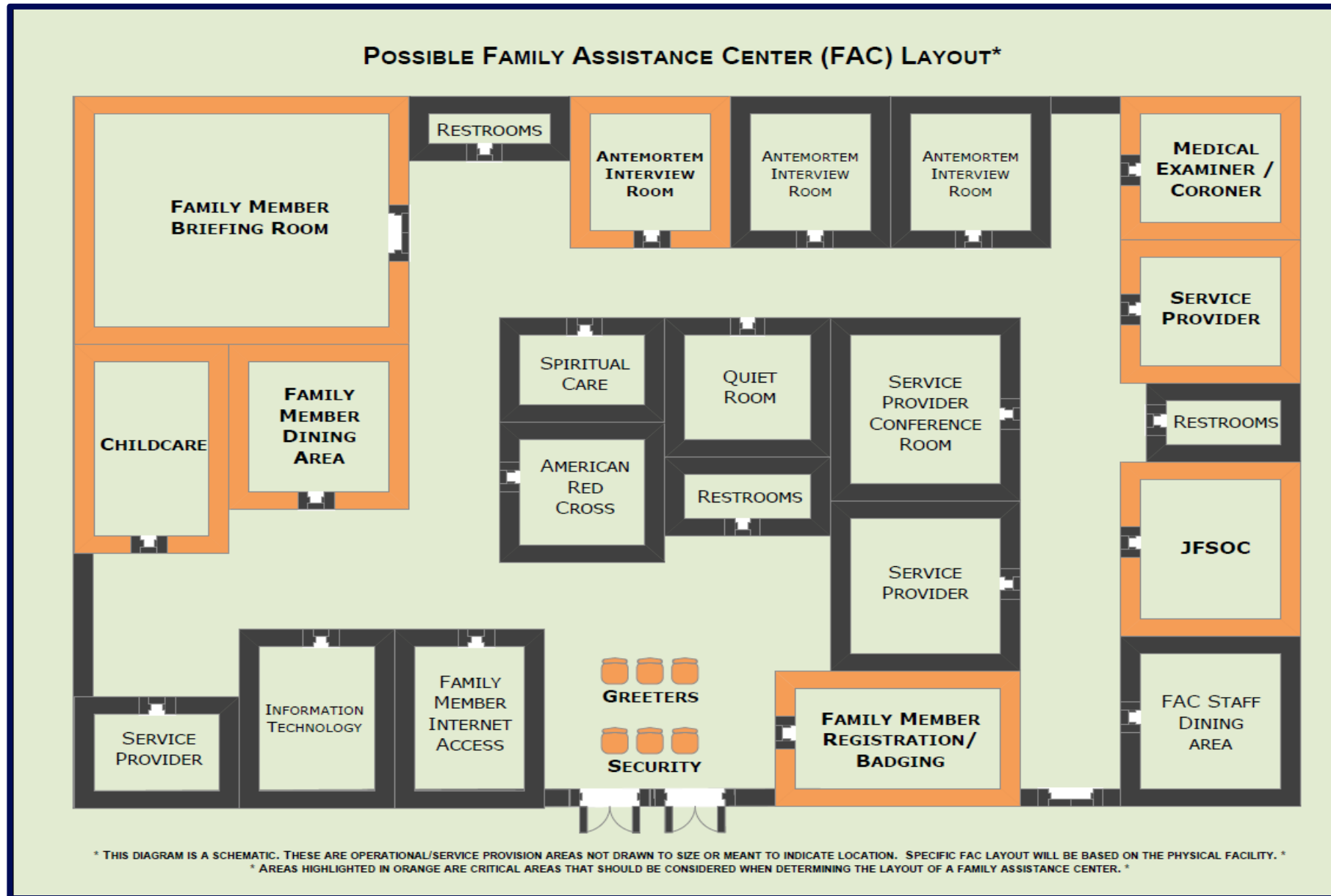
Agencias federales, estatales, locales y comunitarias, han abierto el Centro de Asistencia Familiar (FAC, por sus siglas en inglés) en los terrenos de la Expo en el Condado de Uvalde (Uvalde County Fairplex) para atender las necesidades inmediatas y brindar información, apoyo y recursos a las personas directamente afectadas por la tragedia en la Escuela Primaria Robb. Los servicios estarán disponibles para los familiares de los fallecidos, aquellos que sufran de heridas físicas y emocionales, los maestros, empleados y estudiantes de la Escuela Primaria Robb y otras personas directamente afectadas por la tragedia.

Los servicios disponibles incluyen:

SERVICIOS DE AYUDA A VÍCTIMAS DEL CRIMEN
SERVICIOS CONSULARES
BENEFICIOS POR FALLECIMIENTO
CONSEJERIA/APOYO ESPIRITUAL
SERVICIOS FUNEBRES
GUARDERÍA Y SERVICIOS FAMILIARES
TRANSPORTE
TRADUCCIÓN/INTERPRETACIÓN



FAC Layout Example



Family Assistance Center (FAC)



Intake Area



What are Personal Effects (PE)?

Items belonging to victims that generally have significant, personal, or monetary significance

» Why does PE matter?

- q Last items a victim touched
- q Only things left that can be returned to a family
- q Represent a life taken from a family
- q Monetary value versus significance to victim and family

Examples of PE



PE Considerations

Difference between
evidence and PE

Timely return

Immediate needs
(e.g., funerals)

Outreach to victims
about PE

Crime scene clean up

Unique items

How to return all PE
most effectively
(long-term)

Resiliency Centers

Anne Seymour

Associate Academic Program Director
National Mass Violence Center (NMVC)



After the FAC closes

- Establishing leadership and viability for the establishment of a potential Resiliency Center
- **Partner Coordinating Council/ Long-Term Planning Committee**
 - Can a Resiliency Center be established?
 - Who will host the new organization?
 - Who will write the grant?
 - Who will lead the work?
 - How do you create an identity and purpose for this new organization?

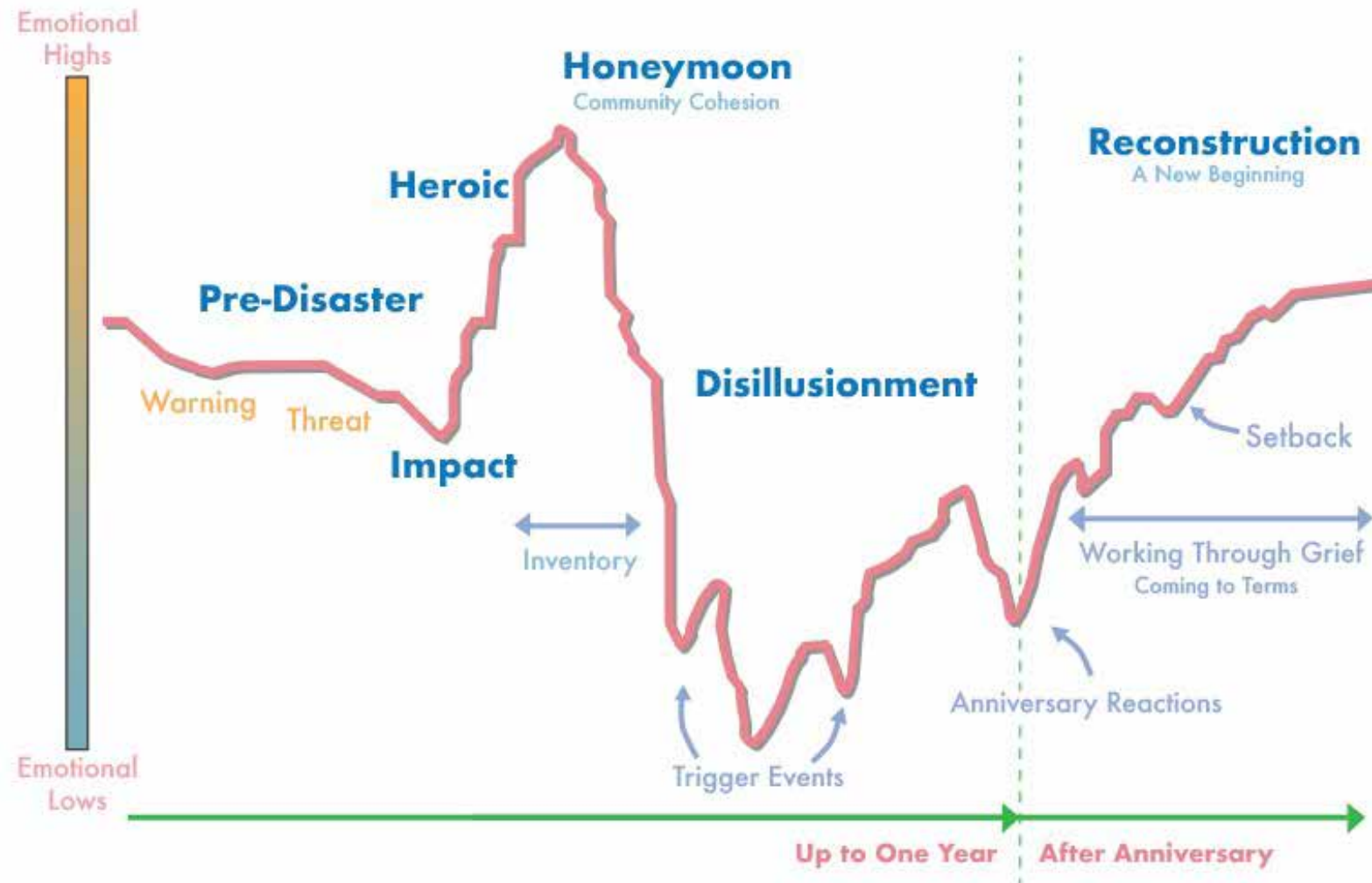
Community trauma + Uncertainty = How will decisions get made?

What is a Resiliency Center (RC)?



- ♥ A central hub which provides a framework for long-term recovery for victims, survivors, family members, and those that were impacted by a mass violence incident.
- ♥ Wrap around victim advocacy, mental, medical, behavioral health, and legal services or navigation to such services.
- ♥ Resiliency Centers are often a partnership of people and organizations working together to offer connection, services, and support to victims.

Community Phases After Disaster



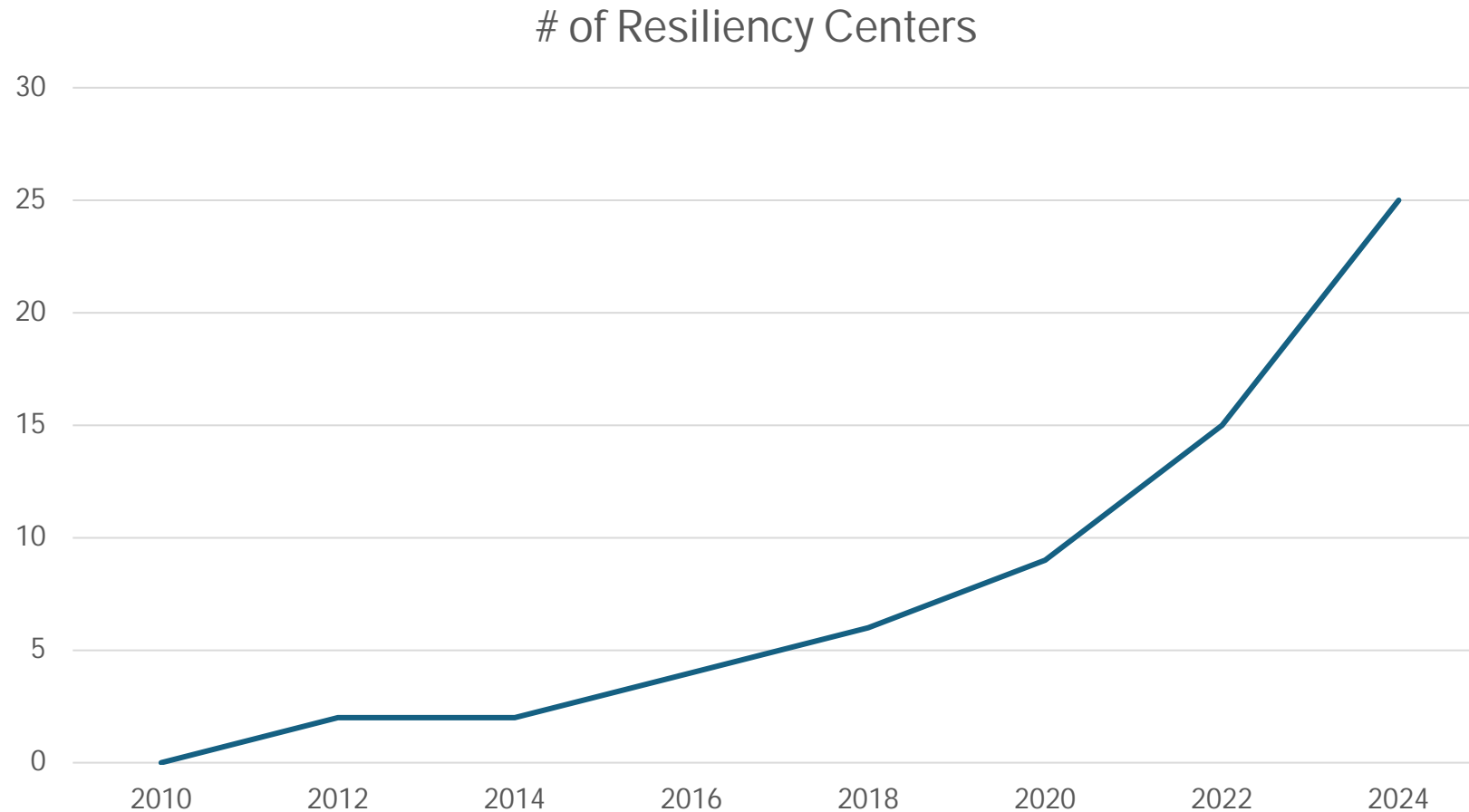
Substance Abuse and Mental Health Services Administration

Why the need for a Resiliency Center?

- ♥ Unique aspects of mass violence crimes
- ♥ Overwhelms existing services and the capacity to meet individual and collective needs
- ♥ The entire community is affected
- ♥ Victims' needs better met in a space dedicated to their unique needs



Growth of Existing Resiliency Centers



Communities with Resiliency Centers/ Programming

- County of Santa Clara, CA (Gilroy Garlic Festival & Valley Transportation Authority)
- Ventura County, CA (Route 91 Harvest Festival and Borderline Bar and Grill) *
- Aurora, CO *
- Boulder, CO
- Colorado Springs, CO
- Highlands Ranch, CO *
- Newtown, CT
- Orlando, FL
- Parkland, FL
- Benton, KY
- Boston, MA
- Michigan State University, MI
- Oxford, MI
- Rochester Hills, MI
- Las Vegas, NV
- Buffalo, NY
- Pittsburgh, PA
- Charleston, SC
- El Paso, TX
- Sante Fe, TX
- Sutherland Springs, TX
- Uvalde, TX
- Virginia, Beach, VA
- Oak Creek, WI
- Waukesha, WI

Scope of Services



Victim/Survivor Navigation & Advocacy



Resiliency & Wellbeing Programming



Financial Assistance & Counseling



Fellowship & Peer Support Programming



Legal Services Consultation & Referral



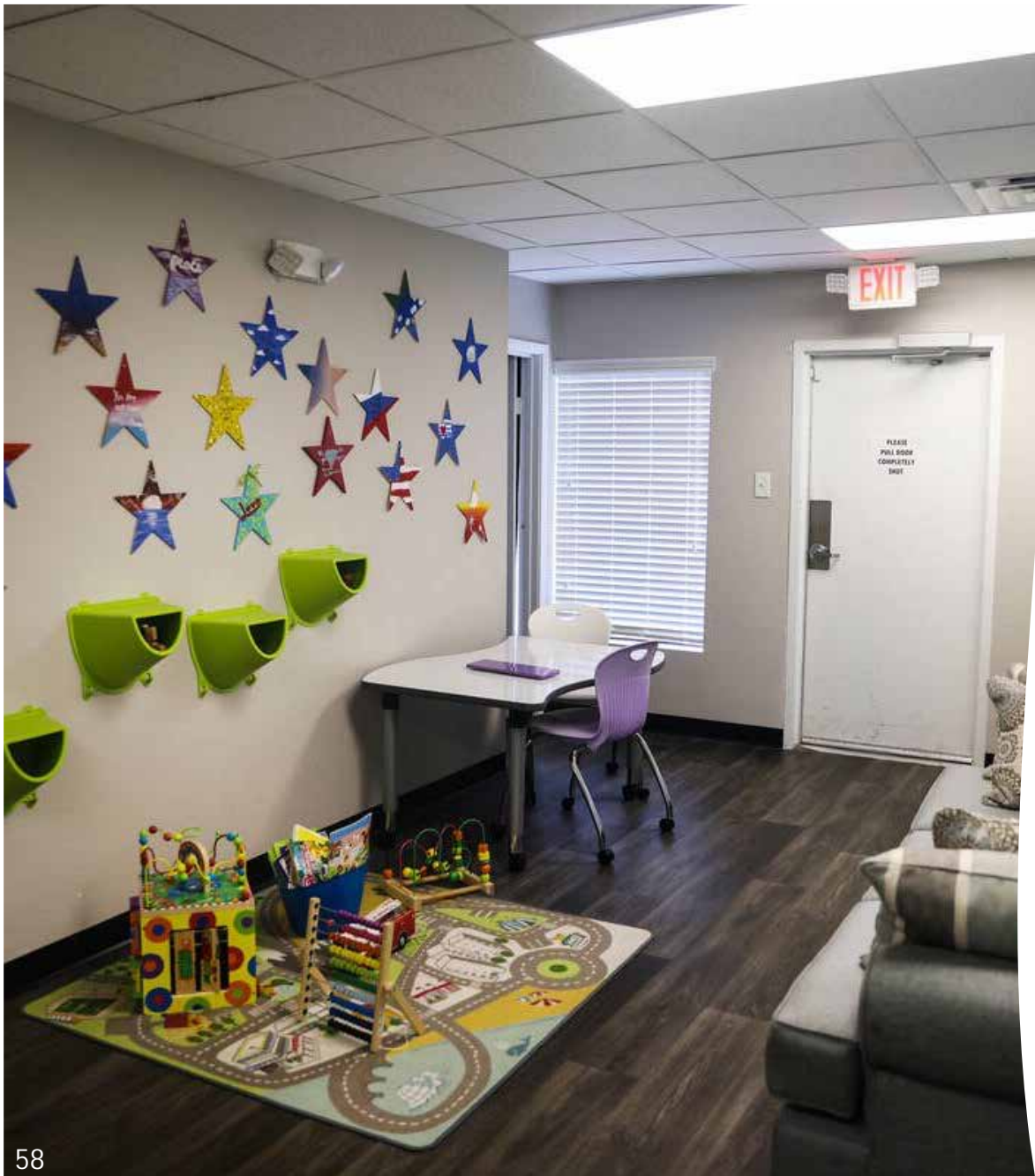
Court Proceedings Support



Evidence-based Behavioral &
Mental Health Services



First Responder-specific Services



Structure of the Resiliency Center

- ♥ Identify a “natural landing spot” location for the Center.
- ♥ Select a sponsoring agency with a history of fundraising to administer the AEAP grant and other funds.
 - ♥ Net Neutral Gain
- ♥ Center Directors can have different backgrounds – Build on this variety of experiences; and combine skill sets.
 - ♥ Consider what will be needed by impacted community
- ♥ **Steering/Stakeholder Committee**
(different from Partner Council)



No Wrong Door



Victim/Survivor Outreach & Education

- ♥ Invite survivor participation early-on: Victim/survivor needs assessments, Listening Sessions
- ♥ Traditional and non-traditional methods – recognizing that communication is different for different communities and people
- ♥ Addressing the totality of a person's experience (physically, emotionally, financially, socially, and spiritually)
- ♥ Intentional outreach strategies
- ♥ Communication strategies with awareness of vicarious trauma
- ♥ Open houses/"Listen and Learn" events
- ♥ Understanding the concentric circles of victimization





It's important to recognize that the needs of MVI survivors and the communities they live in will *evolve* and *change* over time....

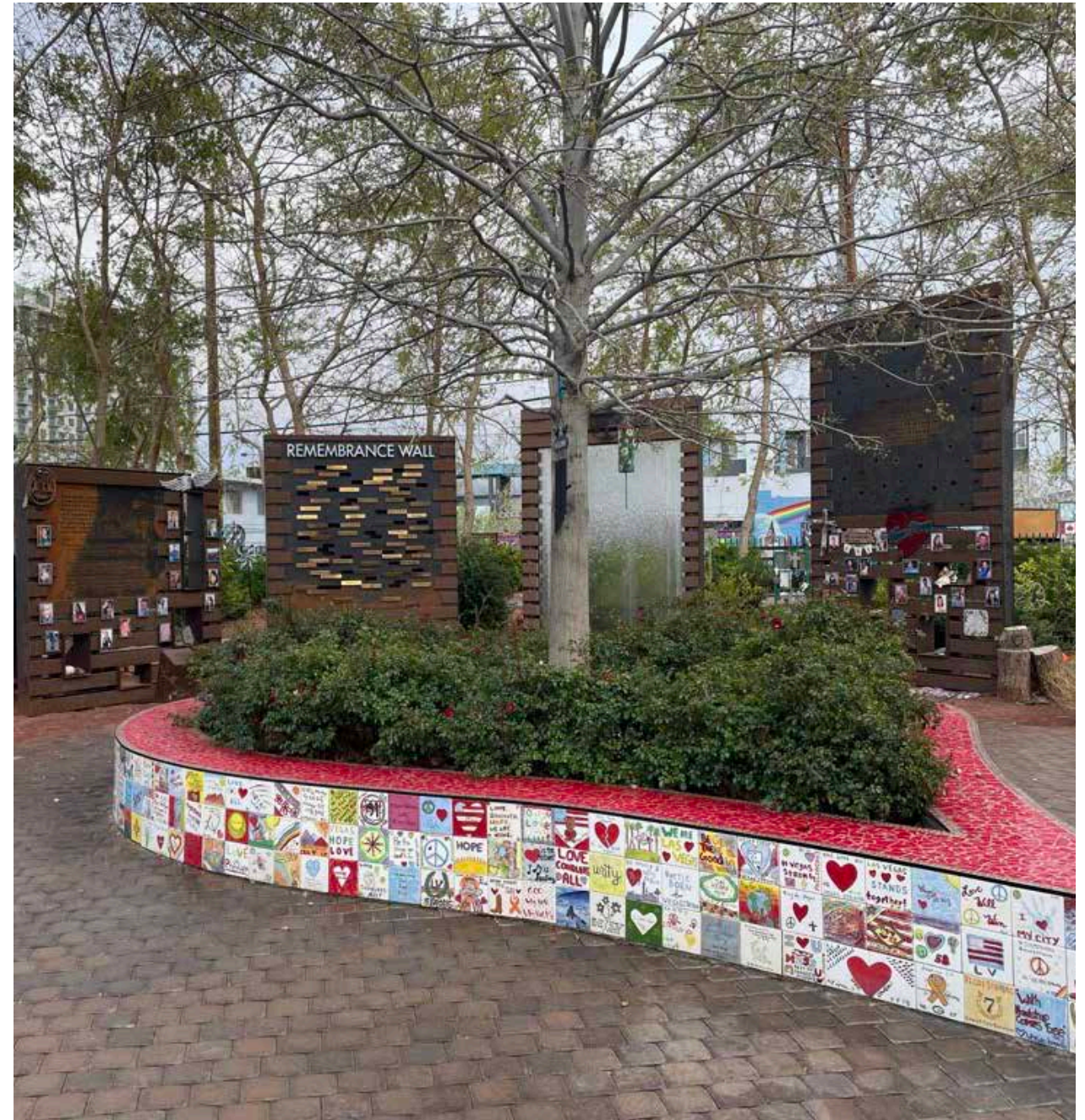
Annual Observances and Commemoration Planning

- RCs are important partners in planning
- Victim-centric and trauma-informed
- Center activities on the power of their personal stories
- Some RCs create a “unified symbol of resilience”



Memorial Planning





NMVC Resiliency Center Forums

- ♥ In 2019, NMVC established a Forum for Resiliency Directors.
 - ♥ Elevating the field of work to establish best practices and care (and listen)
- ♥ There are now additional Forums for Resiliency Center Navigators, Clinicians, Public Information Officers, and Administrators; and for School Trauma Response & Recovery personnel.
- ♥ Forums developed a *Mass Violence Resiliency Centers Best Practices Guide* to document our extensive work.

Forums provide opportunities for exchange of ideas, problem-solving, improving services, and long-term sustainability.

Also, “what I wish I had known when I was just starting out...”

Strategies to Create a Seamless Delivery of Case Management and Services

Anne Seymour

Associate Academic Program Director
National Mass Violence Center (NMVC)



"COOPPORTUNITY"



Create “Seams” Among the Three Centers

- Determination, then transition of leadership
 - Local, state, Tribal, national, federal
 - Leadership may change/adjust based upon community needs
- Regularly-scheduled communications and meetings (can be virtual)
- Timely, accurate record-keeping with secure transfer of information and resources
 - Case management continuum
- Use of client needs assessments at/across all Centers
 - Needs and services to address them will change over time
- “Lessons learned” shared, with a goal of improving *all* Centers
- Continual evaluation for continual improvement

Plan for Clear Vision, Mission, and Goals for Each Center

- Provides clear foundation for all activities.
- Clarifies priority of services provided.
- Includes “roadmap” for all transitions.



Addressing the “In-between”

- In-between the establishment of physical Centers:
 - Designated leadership within the impacted community (including Advisory Committees)
 - Central point of dissemination of timely information
 - Concrete plan for secure record-keeping & case management
 - Coordination of victim/survivor service provision by community- and system-based providers (victim services, B/MH, etc.)
 - Grant-writing and resource development
 - Proactive community engagement and involvement

NATIONAL & FEDERAL RESOURCES AVAILABLE FOR SUPPORT

Provision of On-site, Virtual & Hybrid Services and TTA

- Services to accommodate needs/schedules/locations of clients:
 - Direct behavioral/mental health services
 - Support groups
 - When relevant, court support for survivors
- TTA:
 - Evening “huddles” of service providers
 - PFA, SPF and other training programs
 - Virtual sessions to address secondary trauma of providers



**Virtual
Resiliency
Center**
massviolence.help



Victim & Social Services

Provides information about rights and services for mass violence victims and survivors.



Social Connection & Empowerment

Explains the effects of trauma on confidence & relationships and the benefits of social and peer support.



Health & Wellness

Discusses essential skills and strategies to prioritize self care and wellness for recovery from trauma.



Managing Grief & Trauma

Aids in understanding trauma reactions and ways (good and bad) they might be managed.

- Bridges the gap between a mass violence incident and establishment of a physical resiliency center.
- Videos of survivors and victim service experts sharing their insights and experiences.

- Opportunity for communities to have a dedicated page on the site for local information.
- Evidence-based resources and methods proven to help the recovery process.

ONE STRATEGY OR SKILL

Questions from the Field

Thank you for submitting questions in advance.



Let's answer a few frequently asked questions...

To Request an NMVC Consultation or Technical Assistance:

♥ For Consultations: nmvc@musc.edu

♥ For Technical Assistance: ICP-TTA@musc.edu

WRAP-UP & EVALUATION

Upon ending your session, a survey will appear.
We ask that *you please take the time to complete this brief survey.*

Your feedback and suggestions are appreciated, and helpful to improve our National Town Hall series, and to identify National Town Hall topics for the future.

We appreciate your time and attention.

Next National Town Hall #14

2025 JUNE						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Topic: *"TBD"*
Date: Thursday, *June 26, 2025*

Thank
you