

# COMMUNITY RESPONSE PLAN™

[ HELPING COMMUNITIES LOCATE MISSING CHILDREN ]

A woman with short brown hair, wearing a light green polo shirt and a blue lanyard, is looking down at a document. Her right arm is extended, pointing towards the document. The background is blurred, showing what appears to be a hospital or office setting with white beds.

missingkids.ca™



CANADIAN CENTRE for CHILD PROTECTION™  
Helping families. Protecting children.



**CANADIAN CENTRE for CHILD PROTECTION™**  
*Helping families. Protecting children.*

The Canadian Centre for Child Protection is a registered charity dedicated to the personal safety of all children. Our goal is to reduce child victimization by providing programs and services to the Canadian public.

*[protectchildren.ca](http://protectchildren.ca)*

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# INTRODUCTION

The purpose of this Community Response Plan is to assist communities in responding to a missing child.

When a child is missing, a community can make all the difference in the world — both in helping to locate the child and in supporting the searching family.

We recommend that the Community Response Plan be initiated in cooperation with the investigating police agency, serving to compliment and not jeopardize the investigation. More importantly, your Community Response Plan should be created with the consent of the family, and conducted according to their wishes.

The information provided in this section should serve as a guide in your efforts, helping to give you direction and to avoid common errors.

The Community Response Plan has been divided into seven sections outlining ways that the community can assist in the search and recovery of a missing child.

## THE SEVEN SECTIONS ARE:



We acknowledge that each missing child case is different and not all of the information in this Community Response Plan will be applicable to every case. In each section you will find helpful tips, guidelines, things to consider and tools to assist you in your efforts. This comprehensive plan can be used in its entirety, or it can be tailored to your community's specific needs.

At *MissingKids.ca* we encourage you to provide feedback on the Community Response Plan as we value your input and continue to develop the plan in order to best meet the needs of our Canadian communities. To provide feedback please contact us by phone at 1-866-KID-TIPS (1-866-543-8477) or by email at [contact@missingkids.ca](mailto:contact@missingkids.ca)

*At MissingKids.ca we would like to recognize the efforts and ground-breaking work of the Laura Recovery Center in developing their Laura Recovery Center Search Manual which served as an inspiration for this Community Response Plan.*

# COMMUNITY RESPONSE PLAN

## WHAT?

The coordinated actions of community members to support the search for a missing child.

## WHO?

Community members who wish to assist in the search for a missing child and/or support the searching family. These individuals have the best interests of the child and the searching family at heart.

## WHEN?

As soon as possible — when a child goes missing, immediate action is required. The earlier a coordinated effort can be pulled together the better.

## WHERE?

Communities can provide support no matter where the disappearance occurs. The plan will vary depending on the circumstances, the terrain and the resources available, but the need for community support will always exist.

## WHY?

When a child goes missing, having a coordinated community response is critical. Time is of the essence and having a group of concerned citizens available to assist in the search efforts whenever necessary can make all the difference in the world.



# ORGANIZING YOUR COMMUNITY RESPONSE PLAN

The most effective way to support the search for a missing child is to organize and coordinate your Community Response Plan as early as possible.

Simple steps can be taken to lay the groundwork for an efficient and effective plan of action. Identifying the key areas where support is needed, assigning coordinators, and then taking action can greatly reduce the chaos and helplessness that a community experiences when a child goes missing.

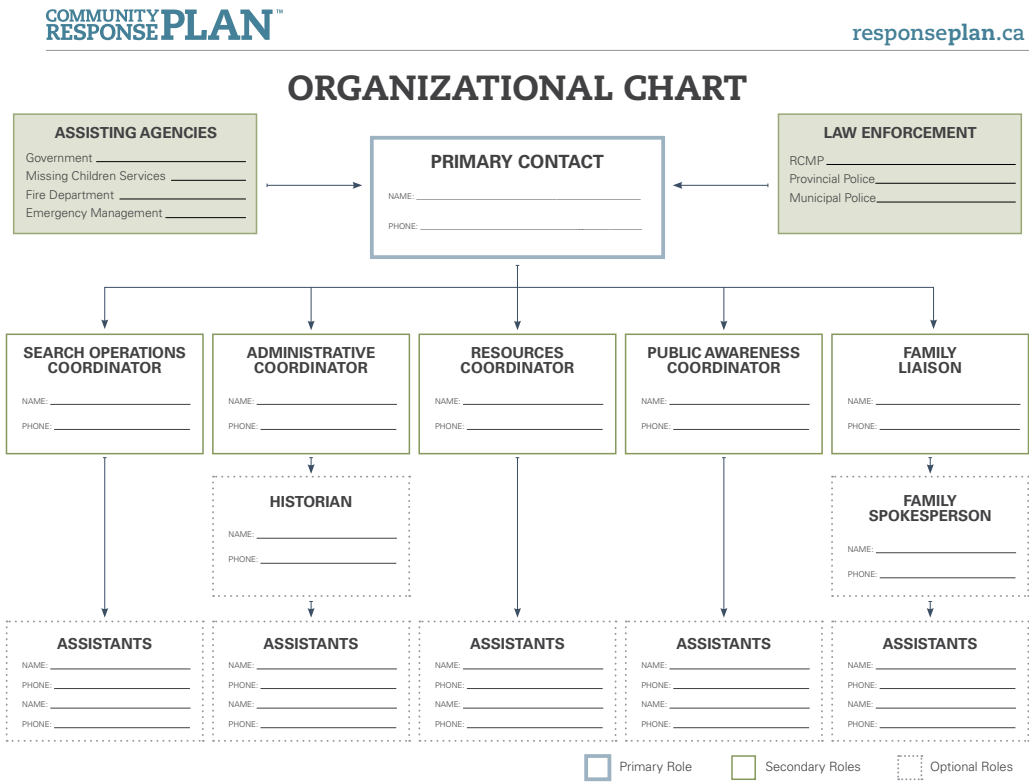


*When organizing your Community Response Plan, it is vitally important that the family is involved in appointing each position. The Community Response Plan will work best if the core group members are trusted by the family and are capable members of your community.*



# AREAS OF RESPONSIBILITY

It is suggested that you organize your Community Response Plan Team with the following core group roles in mind. Depending on the size of your Community Response Plan Team, one person may assume each role, or one person may take on a number of these responsibilities.



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The Organizational Chart sheet can be found at the back of this section.



## PRIMARY CONTACT

The Primary Contact should be a person the searching family trusts and that has the ability to lead. This person will have to be able to make a considerable time commitment as they will be responsible for coordinating the entire Community Response Plan.

### The Primary Contact is responsible for:

- The initial organization of the Community Response Plan;
- Communicating with the police;
- Establishing a list of resources and contacts to assist in the search and also to give to the searching family;
- Communicating with missing children services organizations such as *MissingKids.ca*;
- Determining the wishes of the searching family (through the police or an organization like *MissingKids.ca*);
- Ensuring that any information obtained through the Community Response Plan is immediately forwarded to the police; and
- Helping to coordinate volunteers.

The Primary Contact should schedule regular meetings to keep all core group members informed and to identify and resolve problems as they arise. This role is also responsible for establishing rules of conduct with regard to sensitive information, privacy, and discretion.

## FAMILY LIAISON

The Family Liaison needs to be appointed by the searching family and will likely be a close friend of the searching family. Qualities the Family Liaison (as well as all the searching family-serving volunteers) require include: excellent communication skills, the ability to remain calm and clear-headed, and good common-sense judgment. The Family Liaison should be someone who is in a position to provide emotional support, but has enough distance from the situation and the searching family as to not be in crisis themselves.

### The Family Liaison is responsible for:

- Maintaining communications with the searching family;
- Seeking advice and consent from the searching family when appropriate; and
- Ensuring that the searching family's needs, such as meals and day-to-day responsibilities around the house, are being met.

The Family Liaison may choose to involve two or three trustworthy, sensitive and responsible volunteer assistants to help him/her with household duties.

## SEARCH OPERATIONS COORDINATOR

The Search Operations Coordinator is responsible for coordinating any community-driven or community-supported search operations. Where possible, it is recommended having a person with a background in search and rescue, law enforcement, military or someone who is familiar with the area and terrain, in this role.

### In consultation with the police, the Search Operations Coordinator will:

- Coordinate the areas to be searched as well as the search teams (volunteers);
- Maintain status information about the search; and
- Collect search information to be provided to the police.

## ADMINISTRATIVE COORDINATOR

The Administrative Coordinator should be someone who is very detail oriented and extremely organized. The person who assumes this role will need to remain focused and organized despite the pressures and chaos that they may face.

### The Administrative Coordinator is responsible for:

- Volunteer registration;
- Establishing procedures for the collection and filing of any personal information;
  - Personal information may include the contact list of volunteers, and volunteer registration information (especially any ID information or photocopies);
- Ensuring proper, secure storage of any sensitive information;
  - Sensitive information includes personal information, as well as any information that pertains to tips, sightings, search discoveries, or information related to the investigation of the child or the searching family.
- Recording and organizing any Community Response Plan information or family information regarding the missing child and the search;
- Maintaining lists of volunteers and resources;
- Ensuring volunteer agreements are being used consistently and appropriately;
- Creating and printing posters;
- Maintaining logs such as phone logs; and
- Maintaining regular communication with other core group members to ensure that records and timelines are being kept.

**THE HISTORIAN:** A secondary (but critically important) role, the Historian's main responsibility, as an assistant to the Administrative Coordinator, is to acquire one copy of each essential document generated during the execution of the Community Response Plan. Depending on the size of the Community Response Plan Team, this role can be assumed by the Administrative Coordinator.

## RESOURCES COORDINATOR

Ideally, the person who assumes the role of Resources Coordinator will have some background in finance, accounting, or retail. Knowledge in these areas will ensure that monetary and material donations are accounted for.

- The Resources Coordinator is responsible for managing any inquiries about donations and establishing official trusts or accounts in order to responsibly receive donations.
- Depending on the circumstances of the missing child, the Resources Coordinator may also be responsible for managing donations of physical resources and materials needed to assist in the search.
- Donations may be directed to a trust, a search and recovery fund, and/or a reward.
- It is important that donations of any kind be forwarded to one individual (the Resources Coordinator) to be managed responsibly.
- However, there should also be a second person appointed to ensure accountability and oversee all financial activities.

## PUBLIC AWARENESS COORDINATOR

The Public Awareness Coordinator should be a member of the community who is familiar with public relations, communications, the media, or marketing. This person should have an outgoing personality and should be able to engage the community effectively and appropriately. It is very important that this person have common sense and that they work well under the direction of the Primary Contact, Family Liaison, and the investigating police service. The Public Awareness Coordinator is responsible for coordinating community efforts to raise awareness about the missing child.

### This may include coordinating:

- Media requests
- Vigils
- Ribbon distribution
- Rallies
- Any other public campaigns with regard to the missing child

The Public Awareness Coordinator would also identify (with the help of the searching family and in consultation with the police) which community member(s) will be accessible to do media interviews. The role of the Public Awareness Coordinator will include working with the searching family appointed “spokesperson” who may or may not be the Family Liaison.

Depending on the size and scope of your Community Response Plan effort, you may wish to consider finding a home base or headquarters for the duration of the search. This would be a place for the Community Response Plan Team to meet, plan and store information. Keep in mind that the police may also have a command post, and that the community base should be separate in order to minimize traffic to both locations. Also, it is recommended that the Community Response Plan Team base not be located at the missing child’s family’s home. Things to consider when setting up your base include the need for bathrooms, parking, communications (i.e. telephones, Internet access, etc.), reasonable space for a group to meet, 24-hour lighting, heating, security, etc.

# THE ROLE OF THE PRIMARY CONTACT

**The Primary Contact for the Community Response Plan is responsible for the overall management of all search activities and volunteer efforts.** The volunteer designated to the Primary Contact position must establish a relationship with, and become the principal liaison with, the police. A clear understanding should be reached between the Primary Contact and the police, defining the lines and boundaries of the Community Response Plan and the police investigation. The level of trust generated between the Primary Contact and the police is of key importance and will ultimately determine the effectiveness of the recovery efforts.

The volunteer that accepts the position of Primary Contact cannot forget that he or she will be working with volunteers who are in a highly-charged emotional state. For many, this will be one of the most stressful events in which they will ever be involved. Emotions experienced by volunteers can manifest themselves throughout the search in various ways: anger, depression, fear, and anxiety. Be on guard for warning signs that may indicate impending conflicts between core members that could compromise the effectiveness of the Community Response Plan Team. Address these situations as soon as possible, as these problems can escalate very rapidly. Be aware that these highly-charged emotional states will be an ongoing challenge that will continue long after the recovery efforts have ceased.

The Primary Contact should hold regular briefings and meetings with the Community Response Plan Team, and is responsible for keeping the group informed when it is appropriate and necessary. All information should be funnelled to the Primary Contact to ensure appropriate action is taken (i.e. informing the police, documenting details, disseminating information, etc.). An essential quality required for the role of Primary Contact is leadership skills. The Primary Contact needs to make sure that all key members of the Community Response Plan Team are reporting to him or her regularly. This also allows for the exchange of ideas, for problem solving, and for the management of ethical or sensitive issues.

The Primary Contact is responsible for ensuring that any and all information received by the Community Response Plan Team is appropriately documented and promptly forwarded to the police. The Information Tracking sheet and the Information Tracking Supplementary sheet found at the end of this section can be used to manage all information with regard to a missing child that may assist in the child's location. Remember that any information, no matter how insignificant it may seem, needs to be documented in this way. How the information will be used will be determined by the police.

The Primary Contact should give a copy of the Information Tracking Sheet both to the Historian (note: an assistant to the Administrative Coordinator, the main duty of the Historian is to acquire one copy of each essential document generated during the Community Response Plan) and to the police. Don't expect a follow up on tips forwarded to the police. Sending all information to the police is the best practice. The significance of a small piece of information may not be obvious in isolation, but may prove to be critical when considered by the police in the context of all of the information they have available to them.

# THE ROLE OF THE PRIMARY CONTACT WHEN THE CHILD IS LOCATED

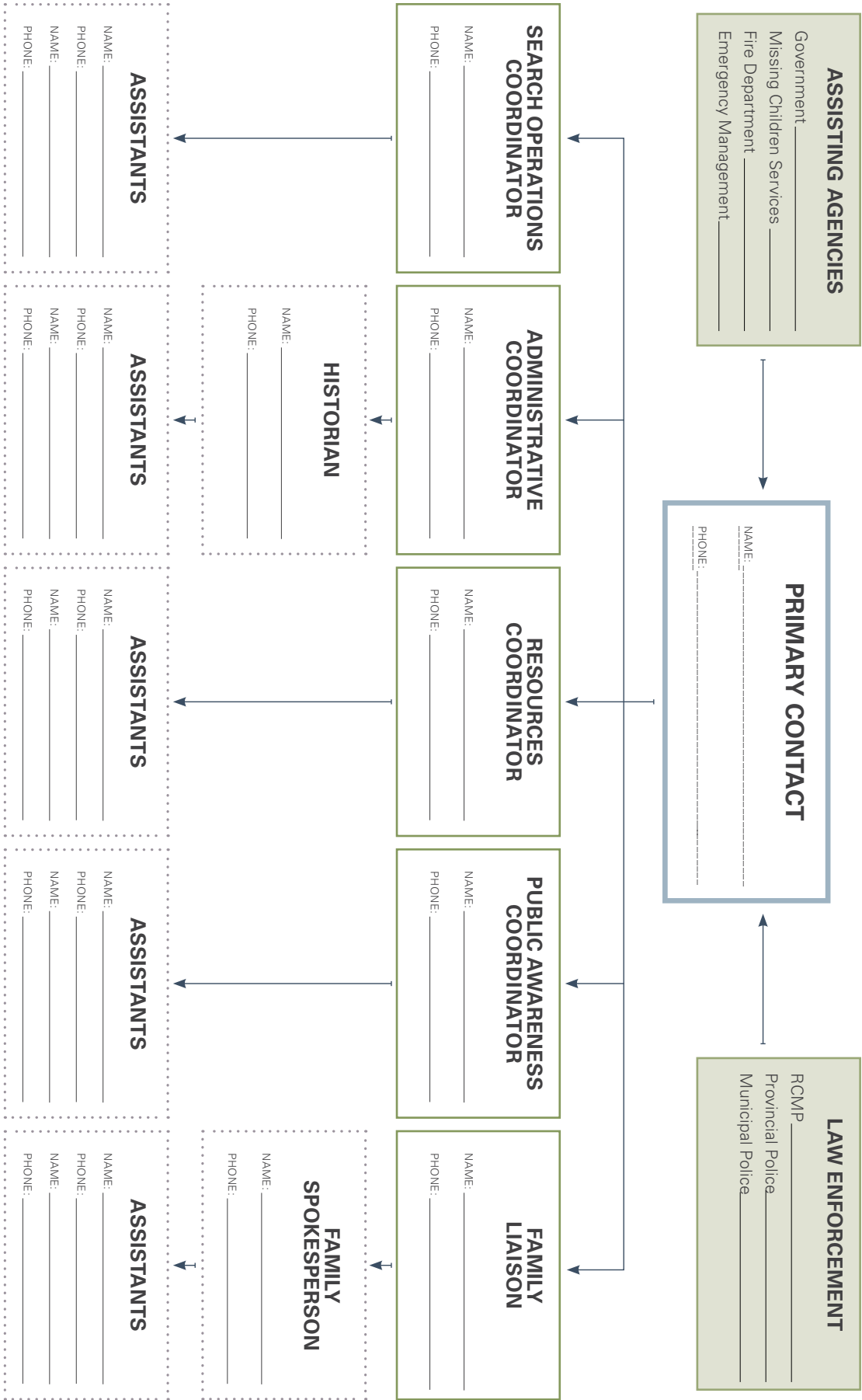
While the outcome of a missing child case will vary, there are considerations to be made when closing down the Community Response Plan effort.

## The following are some suggestions for the Primary Contact:

- Follow up with all volunteers for a final debrief. Consider any sort of critical incident debriefing that may be necessary or helpful for volunteers. Thank the volunteers for all of their help.
- Make sure all information, papers, files etc., are forwarded to and secured by the Historian.
- Follow up with the Family Liaison to identify if the searching family requires any further support that the community might be able to provide.
- Ensure that the searching family is provided with enough privacy and protection during this time.
- Contact the lead investigator to see if any further assistance or information is required. Arrange with the lead investigator for the transfer of final documents and reports.
- Working with the Administrative Coordinator, make sure to follow up wherever posters and notifications were sent with the appropriate “located” notice.
- Working with the Administrative Coordinator, develop a plan for the storage of records.
- Working with the Resources Coordinator, determine a plan for any future donations and remaining funds raised. The searching family should be consulted to see where they would like any remaining resources or new funds to be redirected.
- Working with the Resources Coordinator, return to donors any special resources that had been borrowed.



# ORGANIZATIONAL CHART



Primary Role



Secondary Roles



Optional Roles



INFORMATION TRACKING SHEET # \_\_\_\_\_

[To be completed by the Historian or Administrative Coordinator]

### INFORMATION TRACKING SHEET

Date: \_\_\_\_\_ [yyyy/mm/dd] Time: \_\_\_\_ : \_\_\_\_ am/pm Location: \_\_\_\_\_

### INFORMATION FORM:

NAME: \_\_\_\_\_ Verified against photo ID

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ PROVINCE: \_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

HOME PHONE [ ] WORK PHONE [ ] CELL PHONE [ ]

SOURCE OF INFORMATION: In person \_\_ By Phone \_\_ By Mail/email \_\_ Personally Observed \_\_

NARRATIVE: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Information Tracking Supplement Attached? YES  NO

Copy to Historian Copy to Primary Contact Copy to Law Enforcement

DATE: DATE: DATE:

ADDITIONAL COMMENTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PREPARED BY: \_\_\_\_\_ PHONE # [ ]

CORRESPONDING INFORMATION TRACKING SHEET # \_\_\_\_\_

[To be completed by the Historian or Administrative Coordinator]

### INFORMATION TRACKING SUPPLEMENTARY SHEET

NARRATIVE:

[Lined area for narrative input]

Copy to Historian

Copy to Primary Contact

Copy to Law Enforcement

DATE:

DATE:

DATE:

PREPARED BY:

PHONE # [ ]



# ASSISTING THE SEARCHING FAMILY

A critical component to every Community Response Plan is assisting the searching family.

Under the direction of the Family Liaison, volunteers will be required to help the searching family with their day-to-day needs as well as provide emotional support and assistance in dealing with the public and the media. While the searching family needs to be supported, a concerted effort should be made to not overwhelm them; this means that it is crucial that the coordination of this aspect of the Community Response Plan involve a maximum of two to three volunteers.

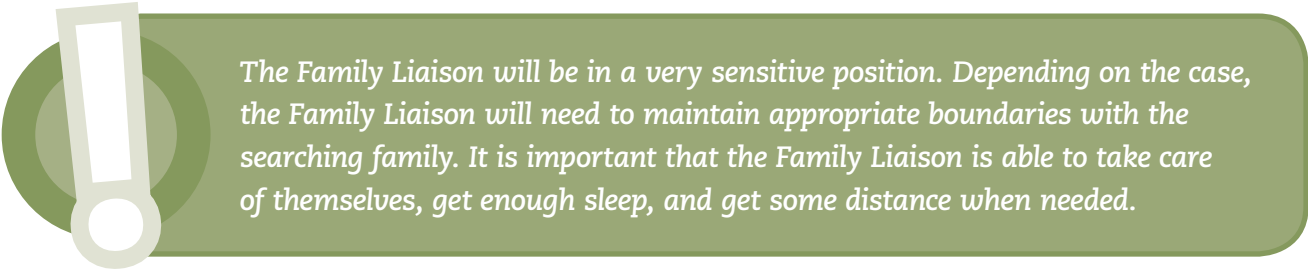
# THE ROLE OF THE FAMILY LIAISON

The Family Liaison's main purpose is to coordinate communication between the Community Response Plan Team and the searching family. Remember that the searching family's wishes and decisions must be respected by the Community Response Plan Team. **All decisions must be approved by the searching family through the Family Liaison.**

- It is essential that the searching family feels comfortable with the people who are in their home and feels appropriately supported by the volunteers.
- The searching family may be overwhelmed by all the well-wishers, media attention, volunteers, psychics, curious onlookers, etc. Try to shield them as much as possible. Try to get a sense of the searching family's wishes with regard to the number of people having direct access to them.
- Remember at all times that the searching family is in a fragile state. Emotions expressed by the searching family will vary from anger to denial to disbelief. Try to listen to the searching family members without giving advice.
- Encourage the searching family to seek supports that reflect their lifestyle and beliefs.
- The searching family may be unaware of activities going on outside of their sphere, and could feel isolated and uninformed. Try to keep the searching family informed of what is happening in the search, to the best of your ability.
- It is very important to protect the searching family from rumours that may surface throughout the search operations. Remind them that rumours are inevitable and advise the searching family to focus on concrete information provided by the police as well as their own family supports.
- If the media or public attention becomes too overwhelming, the searching family may want to consider temporarily relocating to a friend's house. If this occurs, volunteers could be placed at the searching family's home to manage calls and visitors.

# HOW TO HELP THE SEARCHING FAMILY

The following is a list for the Family Liaison of areas where the searching family may require some support during the search for their missing child. It is always important to make certain that assistance is offered and not imposed. Checklists are provided at the end of this section, including a daily and weekly household tasks checklist as well as a grocery list, that can be used as a tool to ensure the daily needs of the searching family are being taken care of. The coordination of this type of support is important and the utilization of a Family Liaison will help in the organization process.



*The Family Liaison will be in a very sensitive position. Depending on the case, the Family Liaison will need to maintain appropriate boundaries with the searching family. It is important that the Family Liaison is able to take care of themselves, get enough sleep, and get some distance when needed.*

## SUGGESTIONS:

- Offer to have a volunteer in the searching family's home to answer phones and answer the door at all times. If the searching family prefers to manage this on their own, encourage them to establish a visitor and phone log, if this has not already been established by the police. If not, ensure that the volunteer responsible for this role keeps a log of all contacts, serving as a buffer between the searching family and the public.
- Help the searching family set up a new cell phone with a brand new phone number. One member of the immediate family should have a new cell phone for which only vital stakeholders have the number. These stakeholders should include the police, the Family Liaison and other immediate family members. This will enable the family to focus on phone calls that are vitally important and allow the volunteers to take care of all other calls.
- Establish an Internet plan. The Internet can provide people the space to express their feelings, opinions or theories regarding a missing child case. This can become very problematic for the searching family as Internet forums can get out of control. Have a volunteer (either one of the family volunteers or a volunteer of the Public Awareness Coordinator) be responsible for reviewing Internet forums for relevant information and for screening rumours.
- Screen incoming mail for the searching family if they request you to do so. Be on guard for inappropriate letters and gifts. Pass these items on to the police.

- If there are other children living in the home, arrangements will need to be made to ensure that they are cared for and kept occupied. Depending on the age of the children, they may benefit from speaking with a child counsellor to help them better understand what is happening. The daily activities of these children will need to be maintained, such as:
  - School
  - Friends
  - Extra-curricular activities
  - Personal care
  - Meals
  - Transportation
- Help the searching parent find ways to spend time with their other children and/or help provide or arrange for alternative care.
- Household needs will also have to be maintained (see the Daily Household Task Checklist and the weekly Household Tasks Checklist at the end of this section). Some searching families might find the distraction of taking care of these needs helpful; however, offers of support should be made and revisited from time to time.
- Bills will continue to come in and will need to be paid.
- Groceries will need to be bought and transported (see the Grocery List at the end of this section).
- Meals will need to be prepared.
- Housekeeping and outdoor yard work will need to be done.
- If the searching family has pets, you may want to inquire with the searching family about any support they may need in caring for them.
- If well-wishers want to check in or provide food, take their names and phone numbers and forward the information on to the searching family. Run the food into the house, and give the individuals information to the Resources Coordinator.
- If the media is coming to the searching family's home, stop them and direct them to the Public Awareness Coordinator.
  - The media can be relentless. If you are involved in a high profile case, the media will most likely become an ever-present feature for the searching family. If the media becomes too overwhelming, enlist a number of volunteers (as many as needed) to form a roadblock of sorts to protect the searching family. The Public Awareness Coordinator may wish to be part of the roadblock, or volunteers can simply repeat that all media inquiries should be directed to the Public Awareness Coordinator. The most important goal in this type of situation is to protect the searching family and their privacy.
- In order to better organize visitors, establish "visiting hours," a timeframe in which the searching family feels they are able to accept visitors.
- The parents of the missing child will also have work responsibilities and may or may not be able to attend to these duties. Inquiries can be made as to whether or not any community support in this area would be beneficial. If a parent is self-employed, there may be community members who can assist in managing their responsibilities. If a parent has an employer, there may be the possibility of putting plans in to place to ensure that they may return to their position when they feel able.
- Consideration should be given to how the extended family may be supported by the community as well. Communication with extended family members should be directed by the searching family, but can be delegated to a volunteer. Also depending on the circumstance, extended family members may arrive to support the search and may require accommodations. This can be coordinated with the Resources Coordinator.

## THINGS TO AVOID WHEN ASSISTING THE SEARCHING FAMILY

Every family is different, and every family will handle the event of a missing child differently. The Family Liaison should know the family of the missing child very well, so that they are in a position to be able to assist and support the searching family in the best way possible. **Respecting the searching family's wishes is extremely important. The following are some general ideas of what to avoid:**

- Don't share information with individuals (whether they're in the searching family or not) without the approval of the parents of the missing child beforehand.
- Don't try to protect the searching family too much — searching families want and need information.
- Don't hide or deny information if the searching family asks you about it.
- Don't assume that the searching family of the missing child wants your help. Every searching family will respond differently and it will be important to be flexible and responsive to the searching family's wishes.



# DAILY HOUSEHOLD TASKS CHECKLIST

DAY OF THE WEEK \_\_\_\_\_

TASK	COMPLETED BY:	DATE:
KITCHEN:		
▪ Empty dishwasher		
▪ Wipe off dishwasher		
▪ Wipe off microwave		
▪ Wipe off stove		
▪ Wipe off counters		
▪ Wipe off table		
▪ Wash dishes by hand		
FOOD:		
▪ Prepare breakfast		
▪ Feed pets in the morning		
▪ Prepare lunch		
▪ Prepare dinner		
▪ Feed pets in the evening		
AROUND THE HOUSE:		
▪ Take pets for a walk		
▪ Organize shoes and coats at the entrance		
▪ Put away clothes		
▪ Make beds		
▪ Empty trash and recyclables		
▪ De-clutter		
▪ Throw out newspapers/junk mail		
▪ Open mail		

# WEEKLY HOUSEHOLD TASKS CHECKLIST

WEEK OF \_\_\_\_\_

TASK	COMPLETED BY:	DATE:	TASK	COMPLETED BY:	DATE:
<b>KITCHEN:</b>			<b>LAUNDRY:</b>		
▪ Wipe off chairs			▪ Bath and kitchen linens		
▪ Remove old items from fridge			▪ Furniture covers, curtains, blankets		
<b>BATHROOM:</b>			<b>OUTSIDE:</b>		
▪ Clear drains			▪ Bed linens		
▪ Wipe down tub/shower			▪ Clothes		
▪ Clean toilets			▪ Pet items		
▪ Shine sinks and faucets			▪ Tidy up laundry area		
▪ Wipe down all surfaces			▪ Shovel sidewalks/driveways		
<b>FLOORS:</b>			▪ Mow lawn		
▪ Shake area rugs			▪ Rake leaves		
▪ Sweep floors			▪ Weed garden		
▪ Mop floors			▪ Clean up after pets		
▪ Vacuum carpets and rugs					
<b>AROUND THE HOUSE:</b>					
▪ Polish/dust/vacuum furniture					
▪ Disinfect frequently-used surfaces					
▪ Compile bills and ensure necessary ones are dealt with					
▪ Wipe fingerprints and dirt off walls					
▪ Clean windows and mirrors					
▪ Put out trash and recyclables					
▪ Water plants					
▪ Dust					

## GROCERY LIST

ITEM	✓ CHECK	ITEM	✓ CHECK
FRUITS		DRY GOODS	
▪		▪	
▪		▪	
▪		▪	
▪		▪	
VEGETABLES		DAIRY PRODUCTS	
▪		▪	
▪		▪	
▪		▪	
▪		▪	
BAKERY/BREAD		STAPLES/SPICES	
▪		▪	
▪		▪	
▪		▪	
▪		FROZEN GOODS	
DELI MEATS		▪	
▪		▪	
▪		▪	
▪		PET FOODS	
FROZEN MEATS		▪	
▪		▪	
▪		▪	
▪		JUNK FOODS	
CANNED FOODS		▪	
▪		▪	
▪		▪	
▪		CLEANING PRODUCTS	
BEVERAGES/JUICES		▪	
▪		▪	
▪		PERSONAL PRODUCTS	
▪		▪	
BOXED FOODS		▪	
▪		MISCELLANEOUS	
▪		▪	
▪		▪	



# SEARCH OPERATIONS

The actual search for a missing child can be conducted in a variety of ways.

Volunteers, if organized effectively by the Search Operations Coordinator, can be put to good use during the search operations part of the Community Response Plan. Search operations might include:

- Ground searches
- Door-to-door canvassing
- Enlisting the community (i.e. mobilizing as many eyes and ears as possible)

Each of these components will require volunteers and coordination with the other agencies involved (i.e. the police, accredited search and rescue organizations, missing children services organizations, etc.). The Search Operations Coordinator must ensure that all search efforts are coordinated with the other agencies involved.

# THE ROLE OF THE SEARCH OPERATIONS COORDINATOR

The Search Operations Coordinator is the individual in charge of the physical search for a missing child. This is a difficult position as this individual must work under the direction of the Primary Contact who will be working under the direction of the investigating police service.

## The Search Operations Coordinator is responsible for:

- Assisting the investigating police service in physical searches;
- Becoming the leader for volunteers on the ground;
- Ensuring all pieces of information are recorded using the Information Tracking Sheet (found at the back of the Organizing Your Community Response Plan section) and forwarded to the Administrative Coordinator;
- Keeping track of areas searched using maps; and
- Ensuring that all volunteers are equipped to understand what evidence is, not to touch or move evidence, and how to alert the Search Operations Coordinator to the evidence.

Depending on the type of missing child case, the Search Operations Coordinator may have a large job or a small job. If police presence is low, the Search Operations Coordinator may have more freedom, and greater responsibility. If police presence is high, the Search Operations Coordinator must work in consultation with the investigating police service and adhere to their direction.

## SEARCH PARTNERS

**There will be other parties involved in the search for a missing child that can assist in the Community Response Plan. These parties may include:**

- Law Enforcement Agencies
- Missing Children Services Organizations
- Accredited Search and Rescue Organizations

## LAW ENFORCEMENT AGENCIES

The police will be the most significant Community Response Plan partner in the search for a missing child. The Search Operations Coordinator should communicate all search efforts made by the Community Response Plan Team to the police. In most circumstances, direction will be provided by the police.

Police involvement can be municipal or provincial depending on your location. Community involvement in search operations will depend on the level of police involvement. Police engagement will depend on the situation and the investigation timeline. The need for the Community Response Plan Team in search efforts will fluctuate over the course of an investigation. The Search Operations Coordinator needs to be in regular contact with the police and be mindful of when it is appropriate for community involvement in search operations.

## MISSING CHILDREN SERVICES ORGANIZATIONS

There are a number of different missing children services organizations nationally, provincially and locally to assist the Community Response Plan Team in the event of a missing child. It is important to determine if these resources are available to you and if so, to include them in your efforts. These organizations may have access to resources that can assist the Community Response Plan Team. They may also have good relationships with and connections to the police, the media, the government and the larger community, and can help draw attention to the event of a missing child.

## SEARCH AND RESCUE ORGANIZATIONS

There may be accredited search and rescue organizations in your region that are available to help with your search efforts. Be cautious of search and rescue organizations that charge a fee or make guarantees. There is a listing of volunteer search organizations in Canada posted at [www.sarvac.ca](http://www.sarvac.ca).

NOTE: THE LINK TO THE FOREGOING WEBSITE IS PROVIDED FOR INFORMATION ONLY. IT IS NOT INTENDED AND SHOULD NOT BE INTERPRETED AS AN ENDORSEMENT OR RECOMMENDATION OF THE VOLUNTEER SEARCH ORGANIZATIONS LISTED THEREON. IN ALL CASES, YOU MUST ASSESS THE ORGANIZATION AND MAKE A DECISION OF WHETHER OR NOT TO ENGAGE THEIR SERVICES BASED ON YOUR OWN INQUIRIES AND DUE DILIGENCE.

# SEARCH OPERATIONS AND VOLUNTEERS

When a child is missing, individuals are generally very motivated and willing to help with the search efforts. Volunteers can be a huge asset in the search for a missing child if they are responsibly managed and coordinated.

## VOLUNTEER ROSTER

**Every person involved in the Community Response Plan, and particularly the search operations, must be registered as a volunteer.** One of the duties of the Administrative Coordinator is organizing the volunteer registration process. Registration must include documentation of first name, last name, and contact information (address, phone number and email address if you plan to communicate by email). Be sure to request and examine proof of identification. Photographic identification is recommended (e.g. driver's license or passport). If photographic identification is not available, consider examining a piece of identification that includes a current address (such as a medical card). For picture identification, you should look at the identification photo and compare it to the individual standing before you, and if you have the capacity and/or facilities to do so, take a photocopy of the identification or record the number associated with the identification. If you take photocopies, keep in mind that such information is highly sensitive and can be misused for identity fraud or other purposes, so you must store the photocopies securely and either destroy them once the search efforts are complete, or turn them over to police services.

**Note:** A sample Volunteer Registration Agreement, Volunteer Roster Sheet and Volunteer Sign-In Sheet can be found at the end of this section.

Most volunteers will understand why you need to verify their identity and why you need to keep records of their involvement in the search, but some people may be wary of permitting you to take photocopies of their identification. Providing identification is voluntary, however, those who choose not to provide an appropriate form of identification may be politely excused from your effort.

Information about volunteers may be needed by the police in the future. Police may be able to run background checks on volunteers without written consent, but you cannot conduct formal background checks without the volunteer's written consent. The form of consent required for such checks will vary by jurisdiction, and the type of search you are carrying out. You should work with the missing children services organization that is helping you to ensure you do what you can to screen potential volunteers.

It is also advised that you take group photographs of search teams or volunteers throughout the search effort, together with lists of the names of the volunteers in the pictures where possible.

At each search event, it is important that every volunteer sign in. The role of the Administrative Coordinator also includes coming to each event and setting up a table to help with volunteer sign-in. While you may choose not to use the other sections of the Community Response Plan, if you are engaging in a search effort, you will need the assistance of an Administrative Coordinator or a designated individual to coordinate volunteers.



*Pre-existing organizations can be a good source for volunteers (e.g. public service organizations, community centres, church groups, etc.). These groups may be able to quickly provide individuals interested in helping with the search, and these organizations may have already screened their members.*



# TYPES OF SEARCHES

As a community, there are a number of ways you can get involved in the physical search for a missing child. However, it is very important that your Community Response Plan Team works in consultation with the investigating police service. The following types of searches are ways your community can participate in the search:

## GROUND SEARCHES

Ground searches are almost always organized and led by the police. There may be cases where community participation is vital such as in remote areas where police resources may be limited. Be sure to consult with the police before organizing or performing any ground search, particularly where a criminal investigation is underway.


Ground searches are conducted in an effort to physically locate a missing child. These types of searches are typically led by the police. Any community participation in ground searches should be either coordinated by the police or conducted in consultation with the police. It is important to have a good understanding of the complex components involved in a ground search. Before initiating a ground search, the Search Operations Coordinator needs to consult with the police and/or a reputable volunteer search and rescue agency (for a listing of volunteer search and rescue organizations in your area, go to: [sarvac.ca](http://sarvac.ca)). (NOTE: THE LINK TO THE FOREGOING WEBSITE IS PROVIDED FOR INFORMATION ONLY. IT IS NOT INTENDED AND SHOULD NOT BE INTERPRETED AS AN ENDORSEMENT OR RECOMMENDATION OF THE VOLUNTEER SEARCH ORGANIZATIONS LISTED THEREON. IN ALL CASES, YOU MUST ASSESS THE ORGANIZATION AND MAKE A DECISION OF WHETHER OR NOT TO ENGAGE THEIR SERVICES BASED ON YOUR OWN INQUIRIES AND DUE DILIGENCE.)

If the police are not involved or have completed their formal search, the Community Response Plan Team may choose to conduct a search of their own. The Search Operations Coordinator needs to ensure that the police are informed of the team's activities and that they share with them all of the information that is obtained through the search.

The Community Response Plan's Search Operations Coordinator can play an invaluable role during this time simply by gathering a list of volunteers who are willing and able to assist with ground searches. The Search Operations Coordinator can let the lead investigator of the case know that this list of volunteers can be used as a resource that the police can use at their discretion. Having this task coordinated in advance will save valuable time when police identify areas to be searched and require additional resources. While it is possible that police will not require volunteers, it is worth the effort to be prepared.

Things the Search Operations Coordinator should take into consideration when organizing or participating in ground searches:

- Discourage the immediate family from participating in the ground search. Objective searchers are necessary and the searching family may not be adequately prepared for the search outcome.
- Maintain logs of all registered volunteer searchers (e.g. names, dates, times and areas searched). A sample Volunteer Agreement, Volunteer Roster sheet, and Volunteer Sign-In Sheet can be found at the end of the Administration section.
- Keep logs of areas searched, the date and time when areas were searched, the volunteer searchers involved, any individuals encountered, any observations, etc.
- Know the limitations of the volunteer search effort — if any information or evidence is found, immediately have the police come and attend to this information.
- Evidence may include anything from clothing, personal items, markings on the ground, hair, blood, documents, and any other traces of activity.
- If any information or evidence is found:
  - Suspend the search immediately.
  - **Do not touch, lift, move, or disturb evidence in any way!**
- Go get the police.



*In most circumstances, door-to-door canvasses will not be an area of search coordinated or delivered by the community. Door-to-door canvasses are more often a component of a police investigation.*

## DOOR-TO-DOOR CANVASSES

Door-to-door canvasses are almost always organized and led by the police. Be sure to consult with the police before organizing or performing door-to-door canvasses, particularly if a criminal investigation is underway.

In most circumstances, door-to-door canvasses will be run by the police. There may be rare circumstances where the community assists the police or uses this method during times of low police engagement. This could be at the onset of a missing child event or even after police involvement has tapered. Before conducting this type of canvass, the Search Operations Coordinator should consult with the police. If the Community Response Plan Team proceeds with a door-to-door canvass there are special considerations the Search Operations Coordinator should keep in mind that will help protect the team and the investigation.

Things for the Search Operations Coordinator to consider when organizing or participating in a door-to-door canvass:

- If there is an ongoing criminal investigation into the disappearance of the missing child, it is not recommended that the community conduct this activity.
- Have a picture of the missing child for each search team. However, make sure that volunteers know not to give away these pictures and to protect these pictures.
- A community-driven canvass should strictly focus on asking for information about the whereabouts of the child. Examples of questions that might be asked include:
  - “Have you seen anything?”
  - “Have you heard anything?”
- Never have volunteers conduct door-to-door canvasses on their own —always have them go in pairs or teams. The Search Operations Coordinator should organize the teams and record when each team leaves, where they’re going, and when they’re expected back.
- Be aware that many people will not open their door if police identification is not shown.
- Don’t be persistent. Homeowners do not have to answer the door. Note any houses where you were unable to contact the homeowner.
- Have each team record which houses they’ve gone to, who they’ve spoken with, who they’ve not spoken with, etc.
- Be aware of language and/or cultural issues.

## ENLISTING THE COMMUNITY

When a child is missing, the more people who are aware and armed with information (such as a photo of the child), the better. The Search Operations Coordinator should work closely with the Public Awareness Coordinator to engage and enlist the help of the community. In most cases, it's vital to have public involvement, as members of the community can become the eyes and ears of a police investigation. In partnership with the police, there are a number of different methods that can be used to mobilize the public. The importance of engaging the public at large should never be overlooked.

Things for the Public Awareness Coordinator to consider:

- Talk to people. Engage friends in order to send information with regards to the missing child to a larger audience. See the Raising Awareness section for important considerations and ideas.
- Visit the child's school and talk to their friends, their friend's parents, their neighbours, their coaches, etc.
- Visit places where the child participated in extracurricular activities (such as sports, art, dance, theatre, etc.) and enlist the support of people there.
- Volunteers can assist in this effort by engaging their own networks of friends, family and acquaintances. While not necessarily a part of the official search team, notifying employers, friends, and neighbours, will quickly increase the overall community involvement and will be of benefit to the search.
- An AMBER Alert may be an option in the rare case of a serious, time-critical child abduction. For more information on the AMBER Alert system, go to: <http://www.rcmp-grc.gc.ca/omc-ned/news-nouv/amber-eng.htm>.
- Contact MissingKids.ca to engage the missingkidsALERT system. This system allows for the rapid and targeted dissemination of missing child posters.
- With the help of the Administrative Coordinator, create and distribute missing child poster notifications throughout your community. See guidelines for poster development and distribution in the Public Awareness section.
- Engage the media in your search. Ask the media to assist in alerting the public to be on the lookout for the missing child. See the Public Awareness section for more information.



# ADMINISTRATION

The value of having individuals perform administrative duties cannot be overstated, especially when these roles are established at the very outset of the Community Response Plan. When a child is missing, efforts can quickly become overwhelming and chaotic. It is critical to have individuals in place to collect information and keep records of all the Community Response Plan Team's efforts.

# THE ROLE OF THE ADMINISTRATIVE COORDINATOR

The Administrative Coordinator plays a very important role in the Community Response Plan. This person must be very detail oriented and very organized.

## The Administrative Coordinator is responsible for:

- Keeping records of all of the Community Response Plan Team's efforts.
- Ensuring that all activities and information gathered are documented, forwarded to the police and stored appropriately.
- Depending on the size of the Community Response Plan, there may be a need to organize office space and equipment. If a Community Response Plan Team headquarters is being set up, telephone lines and Internet connections will need to be set up.
- Gathering needed resources, such as office supplies. Some of these resources may be donated by local community businesses. The Resources Coordinator might be able to help procure some of these much-needed office supplies.
- Record management (e.g. the volunteer roster, media requests, resource donations, resource needs, etc.).
- Answering phones and responding to or directing public inquiries whenever and to whomever is appropriate.


The Administrative Coordinator will most likely face pressures to cut corners, to not record all information, or to stop worrying about the need for security. This individual must be able to remain focused on the importance of maintaining complete records in an organized and secure fashion.

# VOLUNTEER REGISTRATION

The Administrative Coordinator should consider the following:

- It is very important that all volunteers are properly registered, and provide appropriate identification (see Volunteer Agreement sheet at the end of this section).
- Acceptable forms of identification include government-issued photo identification such as a driver's licence, treaty card, or passport.
- It is equally important that at the closure of the Community Response Plan, a copy of all of this information is forwarded to police, with any extra copies shredded. Information gathered through the volunteer registration process is sensitive and can be misused by a third party for identity fraud or other harmful purposes. As a result, it should not be in your possession for any longer than is necessary. This protects both you and the person to whom the information belongs.
- If the police request volunteer assistance in the search operations, it is important that volunteer activity be recorded. Any time a volunteer helps in a search operation, they must sign in and their photo identification must be verified. At any major search event, the Administrative Coordinator may also be responsible for setting up a sign-in/ registration table onsite.

NOTE: A VOLUNTEER REGISTRATION FORM AND AGREEMENT, VOLUNTEER ROSTER SHEET, AND VOLUNTEER SIGN-IN SHEET CAN BE FOUND AT THE END OF THIS SECTION.



*Sometimes those involved in a child's disappearance will involve themselves in the search for the child. Maintaining lists of volunteers with their proper photo identification is important so that police can run proper background checks.*

# POSTER CREATION AND PRINTING

The Administrative Coordinator is also responsible for creating and printing the missing child posters. According to the National Center for Missing and Exploited Children, one in six missing children is located because a member of the public recognizes the child from seeing their photograph. Missing child posters have proven to be invaluable to search efforts, and the creation and distribution of such posters should be responsibly coordinated.

## Things for the Administrative Coordinator to consider:

- To create a poster see the sample provided at the end of this section, or contact MissingKids.ca to have us create a poster for you.
- Be aware that other organizations may also be producing missing child posters. It is preferable if only one missing child poster is being distributed, so if you know of another organization distributing posters, try to coordinate your efforts with this organization to ensure that no more than one type of poster is being distributed.
- All distribution of posters needs to be carefully tracked — this includes posters distributed by hand, email, or fax. This is to help protect the child and the searching family's privacy. When there is a tragic end to a missing child case, the posters may serve as a very upsetting reminder. Proper tracking of missing child poster distribution will help facilitate the prompt removal of the posters when needed. A Poster Distribution Tracking Form can be found at the end of this section.
- Regardless of the circumstances of the recovery, immediate efforts need to be taken to retrieve all posters distributed by hand, and "located" notifications need to be sent to electronic recipients. It is always important to protect the recovered child's privacy. A Located Poster Template can be found at the end of this section.
- If you are receiving services from MissingKids.ca, posters can also be easily sent out using the missingkidsALERT system. As a pre-emptive measure, you can get local businesses and individuals to sign up to receive alerts from the missingkidsALERT system in case of an emergency. See [www.missingkids.ca/missingkidsalert](http://www.missingkids.ca/missingkidsalert) for more details.



*According to the National Center for Missing and Exploited Children, one out of six missing children is located as a result of someone recognizing them from a photo.*




# HISTORIAN DUTIES

The Historian's main responsibility is to acquire one copy of each essential document generated during the Community Response Plan. A copy must be made of every poster, volunteer roster, registration form, missing child poster tracking form, phone log, search operations summary, photographs used and taken, etc. These copies must be securely and safely retained by the Historian because the records are a valuable resource and likely to be of assistance to achieving a positive end to the investigation. Also, because the records are likely to contain personal information about individuals involved in the search effort and it is important that such information does not fall into the wrong hands.

## Things for the Historian to consider:

- Records must be stored in a secure fashion daily.
- Records can be stored electronically or on paper.
- Records will be easier to secure if they are electronic. However, ensure that these records are backed up onto an external hard drive, or burnt onto CDs.
- Paper documents can be tracked in a ledger with labelled folders placed in storage boxes. This is called the "TIP Method" and is used by the police.
- When the child is located, the Historian must find a safe place to store all records. Destroy sensitive information by shredding it after a copy of all of this information is sent to the police.
- It is advised that the Historian also keeps a daily journal of all of the Community Response Plan Team's activities. This will require talking to everyone involved and getting a summary of their daily activities.



*All original photographs should be turned over to the Historian for safe keeping. The Historian will ensure that any personal items or photographs will be given back to the searching family through the Family Liaison.*



VOLUNTEER # \_\_\_\_\_

[To be completed by the Historian or Administrative Coordinator]

## VOLUNTEER REGISTRATION FORM AND AGREEMENT

This agreement is with regard to search efforts and other activities that may be organized or planned by individuals searching for the following child: \_\_\_\_\_

DATE: [yyyy/mm/dd]	TIME: [ ] : [ ] am/pm	LOCATION:
NAME:	D.O.B. :	
ADDRESS:	DRIVER'S LICENCE/ID #:	
CITY:	PROVINCE:	POSTAL CODE:
HOME PHONE: [ ] [ ]	CELL PHONE: [ ] [ ]	WORK PHONE: [ ] [ ]
EMAIL:		
SPECIAL EQUIPMENT OR TRAINING:		
VEHICLE: YES <input type="checkbox"/> NO <input type="checkbox"/>	MAKE/MODEL:	YEAR: LIC#
EMERGENCY CONTACT: NAME:		PHONE: [ ] [ ]

I confirm that:

1. I am the individual identified above, and my signature appears below.
2. I understand that the search operation is being coordinated by volunteers and friends and family of the missing child who may not have experience or expertise in conducting such activities but who are motivated by a strong desire to locate the missing child.
3. It is my desire to help locate the missing child.
4. I fully understand that neither the family of the missing child nor the individuals engaged in the search can assume responsibility for me or my safety.



VOLUNTEER # \_\_\_\_\_

[To be completed by the Historian or Administrative Coordinator]

Based on the foregoing confirmations, and recognizing that in order to participate in the search effort, I must assume all risks that may be associated with my participation:

1. I agree to take all reasonable precautions to prevent injury to myself or to others, and will not perform or attempt to perform any task for which I am not physically and/or mentally prepared.
2. I further agree not to hold the family of the missing child nor the individuals engaged in the search effort responsible for any injury that I may sustain in the course of the search, or for any damage to special equipment that I contributed to the search effort, even if the injury or damage is caused by such person's negligence.
3. I agree to follow the direction of police (where provided) or the direction of the individual coordinating the particular activity I am engaged in to the best of my ability at all times. I understand that failure to follow directions can jeopardize not only the search effort, but also any criminal investigation that may be underway.
4. If I have indicated above that I have special training, I agree to use such training to the best of my ability and in accordance with any regulations or rules that may be applicable to a person with such training.
5. I agree that any information I learn as a volunteer about the missing child, his or her family, or the search effort, is confidential and I will not disclose the information to anyone other than police upon request or to individuals leading the search effort. I also agree not to use such information for any profit or gain.
6. I agree to abide by all local, provincial or federal laws at all times, it being understood that my participation in the search effort in no way entitles me to ignore or violate such laws.
7. Special Equipment: In addition to the foregoing terms, if special equipment has been noted above, I confirm that I own such equipment and have the full power to use it or allow it to be used in connection with the search effort. I further confirm that such equipment is currently in good condition and I am satisfied that the insurance coverage I have in place for such equipment is sufficient to cover any damage that may be sustained to such equipment in connection with the search effort.

I understand that by filling out and signing this form, I am volunteering to participate in the search operation and I am agreeing to the terms set out above.

SIGNATURE:	WITNESS:
<hr/>	
COPY TO HISTORIAN: <input type="checkbox"/>	DATE: [yyyy/mm/dd]

This document is provided as an EXAMPLE ONLY. No representation or warranty is or can be made about its adequacy or sufficiency for a specific purpose or situation. All legal documents should be reviewed and customized for your particular situation.

# VOLUNTEER ROSTER

#	NAME	ADDRESS	PHONE	DATE JOINED

NOTE: File this form with the Historian daily.



## VOLUNTEER SIGN-IN SHEET

Please print and fill out this form in its entirety

DATE:

TIME:

PAGE:

TO BE FILLED OUT BY VOLUNTEER:			TO BE FILLED OUT BY ADMINISTRATIVE COORDINATOR:			
#	NAME	Address	PHONE	DUTY ASSIGNED	PHOTO ID VERIFIED yes/no	VOLUNTEER REGISTRATION AGREEMENT SIGNED yes/no

NOTE: File this form with the Historian daily.



ADMINISTRATION

# VOLUNTEER SIGN IN SHEET

# POSTER DISTRIBUTION TRACKING FORM

DATE:

TIME:

PAGE:

Fill out during the search effort			Fill out when closing down the search effort			
VOLUNTEER NAME	POSTER LOCATION (eg: street address, business name, intersection, etc.)	# OF POSTERS	POSTER PLACEMENT (eg: in window, on street post, etc.)	# OF POSTERS RETRIEVED	DATE POSTERS RETRIEVED	SIGNATURE OF VOLUNTEER WHO RETRIEVED THE POSTER

NOTE: File this form with the Historian daily.  
It is important that once the search effort comes to a close, volunteers endeavour to retrieve as many posters as possible.



# FUNDS RAISED AND RESOURCES

When a child is missing, members of the public will often want to help.

One of the ways the public may want to show their support is by donating money or supplies. The responsible coordination of donations is important, not only to ensure the effectiveness of the Community Response Plan, but also to ensure the searching family has what they need to sustain themselves throughout the search.

# THE ROLE OF THE RESOURCES COORDINATOR

All resources donated or provided to the Community Response Plan should be coordinated through the Resources Coordinator. The Resources Coordinator should also work in consultation with the Family Liaison as the searching family should have input into where donations of resources and money should be directed.

## The Resources Coordinator is responsible for:

- Putting in place checks and balances to ensure all donations are tracked and used appropriately;
- Managing of material donations as well as monetary donations; and
- Ensuring accountability and that all funds or resources are used appropriately.




# MATERIAL RESOURCES

While financial donations can be critical to the ongoing search for a missing child there are other resources that may have an equally important impact.

## Types of resources the Resources Coordinator may consider seeking out include:

- The temporary use of vehicles;
- Other transportation — this includes boats, planes, all-terrain vehicles (ATVs), snow mobiles, horses, dogs, sleds, and helicopters;
- Equipment — this includes snowshoes, skis, hiking equipment, scuba diving equipment, radios, and water bottles;
- Food and refreshments — this includes water, ice, coffee, hot chocolate, tea, and other types of refreshments for the volunteers;
- Office equipment — this includes cell phones, computers, printers, faxes, photocopiers, telephones, and cameras;
- Office supplies — this includes paper, pens, pencils, erasers, highlighters, and Post-it notes;
- Safety supplies — this includes First Aid kits; and
- Human Resources — this means people in the community who have particular skills that may help in the search for a missing child (e.g. someone who holds a scuba diving licence, someone who has foreign language skills, someone who is an expert in orienteering, someone who is skilled in horseback riding, someone who is skilled in dog sledding, someone who is an expert in mountaineering, etc.).

These resources can be very useful to the Community Response Plan Team but should also be offered as resources to the police. Donations of resources should be recorded and recognized in the same way monetary donations are tracked. A Donation Tracking Sheet can be found at the end of this section.



*It's important for community members who have access to specialized resources that may help in a missing child case to make themselves known and available to the police.*

# DIFFERENT WAYS THAT FINANCIAL DONATIONS MAY BE USED

Keep in mind that money and supplies may be donated by many different individuals and organizations, for many different reasons. Financial donations may have different restrictions placed on their application depending on the context in which they were received. Below are some suggestions about the ways in which monetary donations can be used. Before applying donated money to any one expense, consider where the money came from and whether any restrictions were placed on its application.

## Resource Coordinators should be aware of the following ways monetary donations can be used:

- To support the search

One of the primary reasons people donate money is to aid in the search and recovery of the missing child. While the police will lead the investigation, there may be costs associated with the coordination of the Community Response Plan, particularly as time passes.

- Based on consultations with the searching family and the police, different ways to bolster the search for a missing child may be explored. For example, billboards or posters may be used to increase public awareness, but may incur substantial costs.
- Should the police request the assistance of volunteers who have been coordinated through the Community Response Plan, there will be expenses involved in maintaining these volunteer efforts (i.e. food and refreshments for the volunteers, supplies for the volunteers, recommended tools such as nametags, cameras, First Aid kits, etc.).
- The public may also donate money to assist in keeping the investigation and the attention ongoing beyond the initial police and media response.

- To support the searching family

Money is often donated by concerned members of the public who want to support the searching family through the crisis.

- Often parents are unable to work during the search effort and therefore, financial donations can be critical in meeting the basic needs of the searching family (i.e. paying bills, buying groceries, supporting the needs of the other children in the family, purchasing household supplies, enabling transportation, etc.)

- Rewards

The public may donate money to be allocated to a reward. It is the decision of the searching family (in consultation with the police) whether or not a reward will be offered for information pertaining to the case.

- It is important that proper research be done before making the decision of whether or not to offer a reward. There is little evidence to support the effectiveness of a reward in a missing child case.

- Donating to a trust

It may be possible to set up a trust in honour of a missing child through a financial institution. Where possible, this would offer the public a place to donate money that would be set aside for the missing child and/or the searching family.

- This option reduces certain risks for the donors and the recipient, as money can be directly donated to the financial institution and subsequently be accounted for as part of the accounting process.
- Involving a financial institution in this way will ease the burden placed on the Community Response Plan Team as money will not have to be managed by volunteers.
- This option can help limit the risk of resources being misused or exploited since access to the account can be set up to involve only trusted signatories.
- Having money put into a trust may help ensure there are necessary funds for long-term needs such as counselling.

- Missing children services organizations

When a child goes missing there is a heightened awareness about issues pertaining to missing and exploited children. Individuals may choose to donate money to organizations that work in this area. Such organizations are generally not-for-profits that may be able to allow donors to allocate their donations to a certain activity, such as search expenses for a certain missing child.

- Most of these organizations provide essential supports to searching families and the police.
- Some organizations work to prevent and educate the public on issues surrounding missing and exploited children.
- Identify an agency that has assisted in your community, or an agency that the searching family has close ties to, and advocate that financial donations be directed to that organization. If the organization receives the donations directly, they may be able to issue tax receipts to the donor.

# FUND MANAGEMENT BASICS

When people donate money or in-kind gifts, it is helpful for the Resources Coordinator to follow a few key record-keeping procedures to both ensure that the money is used in accordance with the donor's intention and to avoid any appearance of impropriety.

When the searching family receives cash or cheques, the person receiving the donation should immediately forward the donation to the designated Resources Coordinators.

**The Resources Coordinators should:**

- Use a notebook or electronic program to track the donations.
- Record the transactions regularly and keep a running total. (the running total will ensure that you don't overspend the funds).
- Keep the receipts and the notebook together in a large envelope.
- A simple and quick way to set up a record of transactions in a notebook would be the following:

Date:	Donor:	Amount Donated:	Form of Donation:	Amount Used:	Form of Use:	Used for:	Total
Sept 15/10	Mike Johnson 123 Smith St. Calgary, AB, A1A B2B 403-222-5555	\$40	Cash				\$40
Sept 20/10	Joe's Catering			(\$35)	Cash	Volunteer food	\$5
Sept 30/10	Jane Smith	\$100	Cheque (deposited in ABC bank account)				\$105
Oct 5/10	Business Supply 5 Main St. Calgary, AB, C2C H6H 403-888-9191			(\$80)	Credit card purchase from ABC bank account	Poster paper	\$25

- If larger donations are received (e.g. over \$1,000), consider setting up a joint savings or chequing account to keep the money separate and secure. This kind of account can be set up wherever you do your banking.
- Ask the bank to set up a joint account under your existing banking arrangements.
- If you don't anticipate using the money in the near future, set up a savings account. But set up a chequing account if you anticipate using the funds for current expenses.
- To ensure transparency, request that there be two signatories for the account. Consider having a family member of the missing child as one signatory and someone other than the family as the second signatory. Anytime someone wants to withdraw money from the account, they will require both signatures.
- Continue to use the notebook system outlined on the previous page to track the cash deposited and the cheques written. Write each cheque number on the invoice as well.
- Make sure to have a clear understanding of where the money will be used right from the beginning and write it down. For example, "we will use this money toward billboards, searching family expenses (i.e. rent, clothing) and volunteer expenses (i.e. food, record checks)." Keep this list with the notebook described above.
- The Community Response Plan Team cannot issue tax receipts unless the committee has a charity tax number and follows the requirements, including reporting, set out by the Canada Revenue Agency for registered charities. A receipt may be given to someone who donates cash or writes a cheque, but make sure to clarify that this is not a tax receipt, but rather an acknowledgement of an amount paid. If the searching family would prefer that tax receipts be provided to donors, they can designate an appropriate charity to receive the donations. Searching families can meet with the designated charity and organize the specifics so that donors will receive tax receipts. Just keep in mind that in order for the charity to issue tax receipts, the money needs to go directly from the donor to the charity.
- If it starts to look like the money donated will not be used in the near future, the searching family may decide to set up a trust fund for a specific purpose. Trust funds should be established in consultation with an investment advisor, financial institution, or a lawyer.

# SPECIAL CONSIDERATIONS WITH REGARD TO DONATIONS

When receiving a donation of money or resources it is important to determine if this is the type of assistance the Community Response Plan and the searching family requires.

**The following are some questions the Resources Coordinator should ask themselves when receiving donations:**

- Is anyone profiting from this donation?
  - In some circumstances, individuals will offer to fundraise for you, but keep a portion of the money raised.
  - Consider whether or not the organization or fundraiser is benefitting in any way from the situation.
  - Early decisions will need to be made about whether or not to accept this type of support.
  - It is completely acceptable to decide not to accept any fundraising help from outside sources that the committee and/or the searching family are not comfortable with.
- What are the expectations in return?

In most circumstances, during a search for a missing child, people will want to donate money and resources with very few strings attached. Remember:

  - Be careful about accepting donations that come with expectations with regard to favours or benefits. Also be sure to understand whether the donor has any future expectations of repayment or acknowledgement of the donation.
  - You don't know what the future holds and therefore, cannot make any guarantees about the searching family's ability to comply with requests.
- Does this donation honour the child and respect the searching family and the investigation?

In some cases, a donation or fundraising technique may make you feel uncomfortable. Remember:

  - You have the right to refuse any donations or offers to fundraise.
  - If you feel that someone's efforts to fundraise do not appropriately honour and respect the child, the searching family and the investigation, you may want to consider issuing a public statement clarifying that you are not associated with this fundraising effort.
  - Consult with police or a reputable non-profit organization for guidance in this area.

# DONATION TRACKING SHEET

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Page #: \_\_\_\_\_

DONOR NAME:

ADDRESS:

PHONE # :

ITEM:

QUANTITY:

NOTES:

DONOR NAME:	ADDRESS:	PHONE # :	ITEM:	QUANTITY:	NOTES:

NOTE: File this form with the Historian daily.





# RAISING AWARENESS

In most cases, the public can be an important ally in locating a missing child. This is where the Public Awareness Coordinator comes in.

For each opportunity to create public awareness that arises, always remember to consider how you will protect the searching family as well as the child's privacy once the child has been located.



*It is very important that all public awareness efforts be approved by the lead investigator of the case and not another member of the investigative team. This will ensure that no mistakes are made.*



# THE ROLE OF THE PUBLIC AWARENESS COORDINATOR

The degree to which the public may become involved will vary from case to case. Before beginning any sort of public awareness strategy, the Public Awareness Coordinator should carefully consider the impact of increased public awareness on the child and/or on the alleged abductor. While increased public awareness will most often be invaluable, there are times where it may cause a child and/or an alleged abductor to run farther and/or panic. Careful consideration should be given to how an alleged abductor or runaway child may respond to information that is released, and to the impact it may have on any ongoing criminal investigation. The Public Awareness Coordinator should coordinate any public awareness events with the lead investigator of the missing child's case and with the permission and input of the searching family.

## When Public Awareness Can Hurt

*In some cases, public engagement that occurs too soon can be detrimental. Placing posters all around the community and sending out press releases is not always the right thing to do. Consider the outcome of all actions. For example, there is a difference between a missing child and an absent child. A child or youth who has decided to leave home may also choose to cut off communication with his or her parents, but still remain in contact with their peers. The public sharing of their situation and/or struggles could embarrass them and, in fact, cause them to stay away longer in order to save face.*

# WAYS TO BUILD AWARENESS

Media strategies are usually the go-to option when it comes to raising public awareness, but there are other ways that the community can help raise public awareness and engagement in the case of a missing child.

**The Public Awareness Coordinator should, in addition to organizing media, consider the following options to getting the message out:**

## POSTER DISTRIBUTION

- Working with the Administrative Coordinator, volunteers can help disseminate posters throughout the community and/or their networks.
- Volunteers help out by putting posters up in local businesses, on street posts, and in high traffic areas.
- Keep a log of all the places where posters are put up as this will greatly assist in ensuring all posters are removed when they are no longer needed. A Poster Distribution Tracking Form can be found at the end of the Administration section.

## PUBLIC EVENTS

- If the community is planning any fundraising events in support of the missing child search effort, you may use this opportunity to raise the profile of the case.
- If there are events planned in your community pertaining to the issue of missing children and child safety, you may want to approach the organizers to identify any potential partnership.
- Research large public events in your community where public awareness raising may be an option (i.e. large sporting events, music concerts, etc.). At these types of events, mention of the search can be made or information about the missing child can be distributed.

## VIGILS

- Vigils, if coordinated effectively and with the support of the searching family, can be a meaningful way to engage the public with regard to the missing child case.
- Vigils can personalize the missing child case for members of the public and may increase their participation in the search.
- Seeing the impact that the missing child case has had on a community can elicit a response from a wider audience.
- If coordinated properly and supported appropriately, vigils can provide a healthy opportunity for the involvement of the child's peers and many of those impacted by the child's disappearance.
- In situations where police are actively investigating, and there is a limited role for the community, vigils can be a way to show the searching family and the child that the community cares.

## RIBBONS

- In Canada, a green ribbon has been adopted by Child Find Canada and the provincial Child Find offices as a symbol of hope that a child will be located. In 1992, following the abduction and murder of Kristen French, the staff and students at Holy Cross Secondary School in St. Catharines, Ontario, approached the Child Find Canada network and requested that in memory of Kristen the green ribbon be adopted as a symbol of hope for all missing children. This has led to the Green Ribbon of Hope campaign which runs throughout the month of May every year. Each year green ribbons are distributed to the Canadian public to wear as a sign of recognition of our country's missing children.
- As a community, you may want to adopt the green ribbon as your symbol, or create a new ribbon that would represent the missing child.
- Ribbons are a great way to get children and youth involved in the location effort. In many areas, volunteers will need to be over 18 years of age, however, creating symbols of hope to be used in the awareness effort can be an appropriate task for younger volunteers.

## RAISING AWARENESS THROUGH THE INTERNET

- While the media may represent the most obvious choice when attempting to raise public awareness, there are many other options to consider and explore as well. Be sure to consult with the police and the searching family before employing any new public awareness strategy and always consider the permanence of the information you may be posting online.
- The Internet can be an invaluable tool. However, in the case of a missing child, using the Internet to distribute information or a missing child poster must be done with caution and care. Once information or an image is distributed on the Internet it is impossible to ensure that it is ever completely removed. Rather than posting information in several places, you may want to consider posting the information only on a reputable website like MissingKids.ca and drawing people's attention to the site. This will make it easier to remove the information when a child is located. This is a safer choice, but again, you must recognize that any picture or information that is posted online can be copied.
- You may want to create a database of email addresses for local community members and businesses in case of an emergency or to share public updates. Your local missing children services organization or MissingKids.ca may assist you in this process. If you choose to distribute a missing child poster through personal email, make sure you track emails sent using the Poster Tracking Form found at the end of the Administration section.
- It is important to track all email notifications so that appropriate follow-up can be made upon location of the child. Again, you may wish to instead forward a link to a reputable missing children services that may host up-to-date information on your case.
- With technology such as social networking sites information, can be sent quickly and to many people, which can be beneficial in some missing children cases. However, in many missing children cases where their general whereabouts (including city, province, or even country) are known, it may not be necessary to expose the child and his/her information in the unrestrained manner that social networking sites might allow.



*Please be aware that due to the way social networking sites such as Facebook work, it may be impossible to ever fully remove the information you post there.*

- Consider the impact that sharing information on social networking sites, through email, etc. may have on the police investigation. Extending the search beyond the reasonable location of a child can open up challenges for the investigation. For example, police could become burdened with sightings and tips that have no reasonable basis but must nevertheless be followed up on. In cases that become criminal investigations, the police are often required to follow up on every tip and sighting, and this can create barriers to successful prosecution.
- When trying to raise the public's awareness using options such as social networking sites, remember that these sites must be actively monitored. Information posted by others on to the site may need to be forwarded to the police or removed if hurtful or offensive.

## ENGAGING PROMINENT COMMUNITY FIGURES/CELEBRITIES

- In order to continue to increase the public's awareness of the ongoing search for a missing child you may choose to engage a well-known public figure in your effort.
- Make sure that this person or entity is aware of the sensitivity of the situation. While raising awareness is extremely important, you need to ensure that this public person has the same good intentions that the rest of the Community Response Plan Team does.

## POLITICAL ADVOCACY

- Depending on the nature of the missing child case, political advocacy could become very important. For example, if the child has been taken to another country, it may be helpful to get certain politicians involved.
- Start with local community politicians to advocate on behalf of the searching family and their missing child.

# RAISING PUBLIC AWARENESS THROUGH THE USE OF MEDIA

The media can be your biggest ally in the search for a missing child, and the Public Awareness Coordinator should have some media experience. The Public Awareness Coordinator should remember to consult with the police and the searching family before engaging media, as well as make every effort to ensure that only those individuals designated to speak with the media (such as the searching family-appointed spokesperson) do interviews. This will ensure that the Community Response Plan Team is making the best use of the media in order to raise the public's awareness of the missing child case.

It's been said many times — make sure you use the media to get your message out and not allow the media to use you. The desired level of engagement with the media will vary drastically depending on the nature of the situation.

The following are some suggestions for the Public Awareness Coordinator.

## Working with the media

- The Public Awareness Coordinator needs to work closely with the Family Liaison to ensure that the searching family's wishes are respected.
- It is important that the designated spokesperson act as a buffer between the media and the searching family, as the media attention can sometimes be very overwhelming for the searching family.
- If possible, prevent the media from having direct access to the searching family, and forward all media requests for interviews with the searching family to the Family Liaison. Allow the searching family to participate when they feel comfortable and help facilitate their involvement with media if they do feel ready.
- In order to maintain media interest, be strategic and ensure that media receive regular information updates when possible.
- At the beginning of any media strategy, make sure to consult with the police.
- Prepare for the media interview (or help the designated spokesperson prepare) by bringing a photo, knowing the phone number to call for tips, writing down key dates and information, and learning what kind of stories the journalist interviewing you tends to write.
- Be proactive when communicating with the media.
- Ask them what angle they plan to take and attempt to redirect them if necessary.
- Ask them to include any relevant photographs.
- Ask them to encourage the public to provide tips.
- Ask them to publish or air important phone numbers or web links.
- Try to get your message out to a wide audience, using a variety of different mediums (e.g. radio, television, newspapers, magazines, blogs, etc.)

- Seek out opportunities with media outlets that air longer programs that may be able to highlight your missing child case in more depth (e.g. television shows, talk shows, special interest shows, etc.)
- Managing the Media When the Child is Located
- Regardless of the outcome of a missing child case, the searching family will need some privacy and protection. The initial closure of a missing child case is not the time for the searching family to face further media exposure. The Community Response Plan's Public Awareness Coordinator can ease the burden for the searching family by managing the media during this sensitive time.

**Things for the Public Awareness Coordinator to consider:**

- Consult with the police and the searching family to determine what information will be shared with the media and what information will not be shared with the media. You do not want to jeopardize any legal process by releasing inappropriate information.
- Have the searching family provide a written statement that can be disseminated to the media.
- Ask the media to respect the searching family's need for privacy at this time.
- Thank the media for all of their support and involvement in the location of the missing child.
- Carefully consider whether or not you will take questions from the media at all, particularly if there is sensitive information that cannot be shared. Remember, you do not have any obligation to answer questions from the media.
- Do your best to satisfy the interest of the media, while ensuring that only the necessary information is shared.



# LONG-TERM ENGAGEMENT

The longer a child is missing, the more critical the ongoing involvement of the community becomes.

At the beginning of most missing children cases, the interest and involvement of the police, the media and the community is high. As time passes, this interest may fade. When a searching family sees that police activity on their child's case is slowing down and media coverage is beginning to diminish, their crisis can be amplified. However, while a child remains missing, the police file is never closed. The police will continue to follow up on any new information and/or tips they receive. The community can also continue to play an important role in the search for the missing child by committing to keeping the child's story in the public eye, which may in turn bring forward new information and tips.

A Community Response Plan that is ongoing can help ensure the searching family does not feel abandoned and help the searching family understand that they are not alone. Searching families often fear that if they step away even for a moment, the search will cease. When the community continues to stay engaged in the search effort for a missing child, it may help to provide some comfort to the searching family and allow them to move forward. Even if the community's involvement is only once and a while, it can still have impact. Keeping an ongoing Community Response Plan may help provide balance for the searching family and help them to manage their fears about the search ending.

Where there may have been limitations to community involvement in areas such as search operations, raising public awareness etc., at the beginning of a missing child case, these restrictions may lessen over time. The community can always take the opportunity to become engaged and become advocates for the child, the searching family, and the ongoing search.

## WHY KEEP THE SEARCH ALIVE?

As a community it is our duty to never give up searching for a missing child. There is always hope and opportunity for individuals to come forward and share information that may provide the necessary answers. We must remember that it is possible that the child is not only out there, but may be watching media reports and seeing what is happening in their absence. We have to send a message to the child that we are searching and that we want them home. As community members we owe it to the child, the searching family and ourselves to continue the search and to continue to honour the memory of the missing child. No matter how much time goes by, in some way, the family of a missing child will always be searching. Keeping the image of the child in the public eye creates opportunities to honour them but also to appeal to those individuals who may be ready to come forward with information.



*The family of a missing child will always be searching.*

*In abduction cases, the secondary reason to keep the search alive is to find the offender and prevent them from harming another child.*



# THE PRIMARY CONTACT AND RE-ORGANIZING

As time passes, the search effort may become completely community-driven. In order to sustain community involvement, it will be necessary to re-organize and restructure the Community Response Plan. Roles and responsibilities will need to be redefined in order to maintain volunteers and to avoid volunteer burn out.

While the intense volunteer effort that usually occurs in the early part of the investigation of a missing child may not be sustainable, it is important that the Community Response Plan Team stays together and motivated. Setting new goals for the Community Response Plan initiatives may be necessary in order for volunteers to be able to manage their own day-to-day responsibilities and still be able to stay involved. Though efforts may not be as intense, it is important to ensure that the new restructured plan still involves all the key areas of the original Community Response Plan.

Collaborating with a reputable missing children services organization will assist you in the long-term coordination of your Community Response Plan.

	SHORT-TERM MISSING	LONG-TERM MISSING
PRIMARY CONTACT	<ul style="list-style-type: none"> <li>Responsible for the intense coordination of daily activities with regard to Community Response Plan, such as giving daily briefings, coordinating the core team members, liaising with police, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Setting up and coordinating new timelines for meetings and briefings (Asking what is manageable — weekly or monthly meetings?).</li> <li>Making sure that the Community Response Plan Team has regular and expected actionable goals to achieve.</li> </ul>
FAMILY LIAISON	<ul style="list-style-type: none"> <li>Responsible for liaising between the Community Response Plan Team and the searching family.</li> <li>Communicating with the Primary Contact on a daily basis.</li> <li>Coordinating the day-to-day needs of the searching family.</li> </ul>	<ul style="list-style-type: none"> <li>Connecting with the searching family occasionally (weekly/monthly) to provide and receive updates.</li> <li>Providing support to the searching family while allowing them some privacy and independence.</li> </ul>
SEARCH OPERATIONS COORDINATOR	<ul style="list-style-type: none"> <li>Organizing the Community Response Plan Team volunteers for police-driven search operations.</li> <li>Using traditional search methods to help locate the missing child.</li> </ul>	<ul style="list-style-type: none"> <li>Organizing community-driven searches that are police supported (remember the police should be made aware of all new search initiatives and all information must be forwarded to them immediately).</li> <li>Now able to use new search methods — can use creativity and new technologies.</li> </ul>
ADMINISTRATIVE COORDINATOR / HISTORIAN	<ul style="list-style-type: none"> <li>Ensuring that volunteers are registered properly, that posters are printed and that all Community Response Plan documents are safely stored and secured.</li> </ul>	<ul style="list-style-type: none"> <li>Greater focus on maintaining and securing the search records.</li> <li>Continuing to diligently record any new information as well as meeting minutes and the goings on of the Community Response Plan Team (this is important because details that seem irrelevant at the time can become crucial information).</li> <li>The Administrative Coordinator will maintain the master list of volunteers and will try to rotate volunteer schedules to help them avoid burnout.</li> </ul>
PUBLIC AWARENESS COORDINATOR	<ul style="list-style-type: none"> <li>Initially, public awareness activities are to be police-directed and overseen.</li> <li>At first, raising public awareness must capitalize on the urgency of the situation and the media interest.</li> <li>Keep media and the public up-to-date about new information with regard to the case on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>Over time, public awareness activities become more community-driven.</li> <li>Continuing to look for opportunities to engage the media (such as on the missing child’s birthday, anniversaries of the disappearance, special family occasions, Christmas, etc.) and bring the public’s attention back to the missing child’s case.</li> <li>Using new technologies to raise the public’s awareness with creativity and less restriction.</li> </ul>
RESOURCES COORDINATOR	<ul style="list-style-type: none"> <li>Looking after donations that go towards short-term expenses and resources that need to be allocated immediately.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating donations in trusts for longer-term goals.</li> <li>Organizing donations to fund the longer-term Community Response Plan (for example, public awareness may now begin to cost you money).</li> </ul>

# CRITICAL AREAS OF THE LONG-TERM COMMUNITY RESPONSE PLAN

**PRIMARY CONTACT** — The role of the Primary Contact will no longer be a full-time responsibility. It is important, though, that the Primary Contact establish a regular schedule to communicate with all the parties that make up the Community Response Plan (i.e. the police, the searching family, other important community members, the missing children services organization, etc.).

**FAMILY LIAISON** — The Family Liaison will still need to provide support to the searching family, but on a much smaller scale. It is important that the searching family be allowed some privacy and independence in order to heal. The Family Liaison will provide support on a needs basis, and only when requested by the searching family. Depending on the searching family's wishes, the Family Liaison may want to establish an expected time each week or month when they get in touch with the searching family and exchange updates.

**SEARCH OPERATIONS COORDINATOR** — Depending on the nature of the missing child case, there may still be community interest in continuing search operations. This may include casting a wider search net by using the Internet and continuing to use the media to the fullest extent. Communities may also opt to continue ground search efforts where practical. The Search Operations Coordinator should still seek guidance from the police; however, there will be more opportunity for community action once police resources have waned.

**ADMINISTRATIVE COORDINATOR/HISTORIAN** — The roles of the Administrative Coordinator and the Historian are even more critical as time passes. At any point in the future, the investigation may regain momentum. Ensuring that appropriate records are kept and any new developments are properly recorded may be extremely valuable in the future. As time goes by, it may become harder to recall timelines and events — this is why the role of the Historian is extremely important (keeping a copy of all information gathered by the Community Response Plan Team).

**MAKE SURE ALL RECORDS ARE KEPT IN A SAFE, SECURE, DRY PLACE.**

**PUBLIC AWARENESS COORDINATOR** — In the instance of a long-term missing child case, there's no other area that is quite as important for the Community Response Plan than raising public awareness. Ensuring that the missing child is not forgotten and that the community continues to search is essential. Not only will it keep the search alive, it will give the searching family reassurance that their child will never be forgotten. Community support in this area is essential as it is inevitable that media interest will decrease over time. Establishing a public awareness plan with annual goals is important. Taking opportunities like the missing child's birthday, anniversaries related to the disappearance, and special family occasions to remind the public of the missing child is one way to achieve this goal.

**RESOURCES COORDINATOR** — It is still very important to ensure that all donations are being properly allocated. There may also be expenses incurred while trying to keep the search going that will require donations. The Community Response Plan Team can play an important role in helping raise the necessary funds for this purpose. Money can also be directed to establish a trust in honour of the missing child.



# COMMUNITY RESPONSE PLAN™

[ HELPING COMMUNITIES LOCATE MISSING CHILDREN ]



CANADIAN CENTRE for CHILD PROTECTION™  
*Helping families. Protecting children.*