



## **APPENDIX A**

# **PENTAGON FAMILY ASSISTANCE CENTER (PFAC) MANAGEMENT COMPONENT SOURCE DOCUMENTS**

- A-1. Joint Family Assistance Center At-a-Glance Roadmap and Guiding Principles
- A-2. Pentagon Family Assistance Center (PFAC—Phase I) Organizational Chart (Expanded version)
- A-3. Pentagon Family Assistance Center (PFAC) Organizational Assignments and Responsibilities
- A-4. Pentagon Family Assistance Center (PFAC) Equipment/Materials Checklist
- A-5. Pentagon Family Assistance Center (PFAC) General Topics of Daily Family Briefings
- A-6. Requests for family member contact information. Memorandum from Office of the Assistant Secretary PFAC Legal Policy Advisor, 28 Sep 2001

## APPENDIX A-1

# JOINT FAMILY ASSISTANCE CENTER AT-A-GLANCE ROADMAP AND GUIDING PRINCIPLES

The following documents the general action items and sequence of activities that occurred in activating the Pentagon Family Assistance Center (PFAC) after the attack on September 11, 2001. The list incorporates the PFAC After Action Report information and provides a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

### **FAMILY ASSISTANCE CENTER (FAC) PRIORITY ACTION ITEM CHECKLIST:**

- \_\_\_\_\_ Identify lead organization
- \_\_\_\_\_ Identify a location and facility
- \_\_\_\_\_ Coordinate approval for emergency funding and resources
- \_\_\_\_\_ Secure the facility
- \_\_\_\_\_ Coordinate security with the Defense Protective Service and/or local military and civilian law enforcement agencies
- \_\_\_\_\_ Coordinate on-site public affairs/community relations support (media control/publicizing the FAC)
- \_\_\_\_\_ Coordinate on-site legal advisory/assistance support
- \_\_\_\_\_ Identify officer in charge, deputy officer in charge, and core staff
- \_\_\_\_\_ Establish organizational (organizational chart/functional components) and chain of command structure (duties and responsibilities) to include required support services
- \_\_\_\_\_ Establish staffing and volunteer requirements
- \_\_\_\_\_ Communicate mission and requirements with DoD/Military and appropriate governmental and non-governmental agencies and organizations (written policy and guidelines)
- \_\_\_\_\_ Establish a call center and activate toll-free telephone number(s)
- \_\_\_\_\_ Establish key Management, Administrative and Operations component cells/service providers and coordinate activation of services (key services: mental health counseling; chaplains; benefits and compensation advisors/counselors; donations; childcare; casualty and mortuary affairs; and others to meet situational requirements)

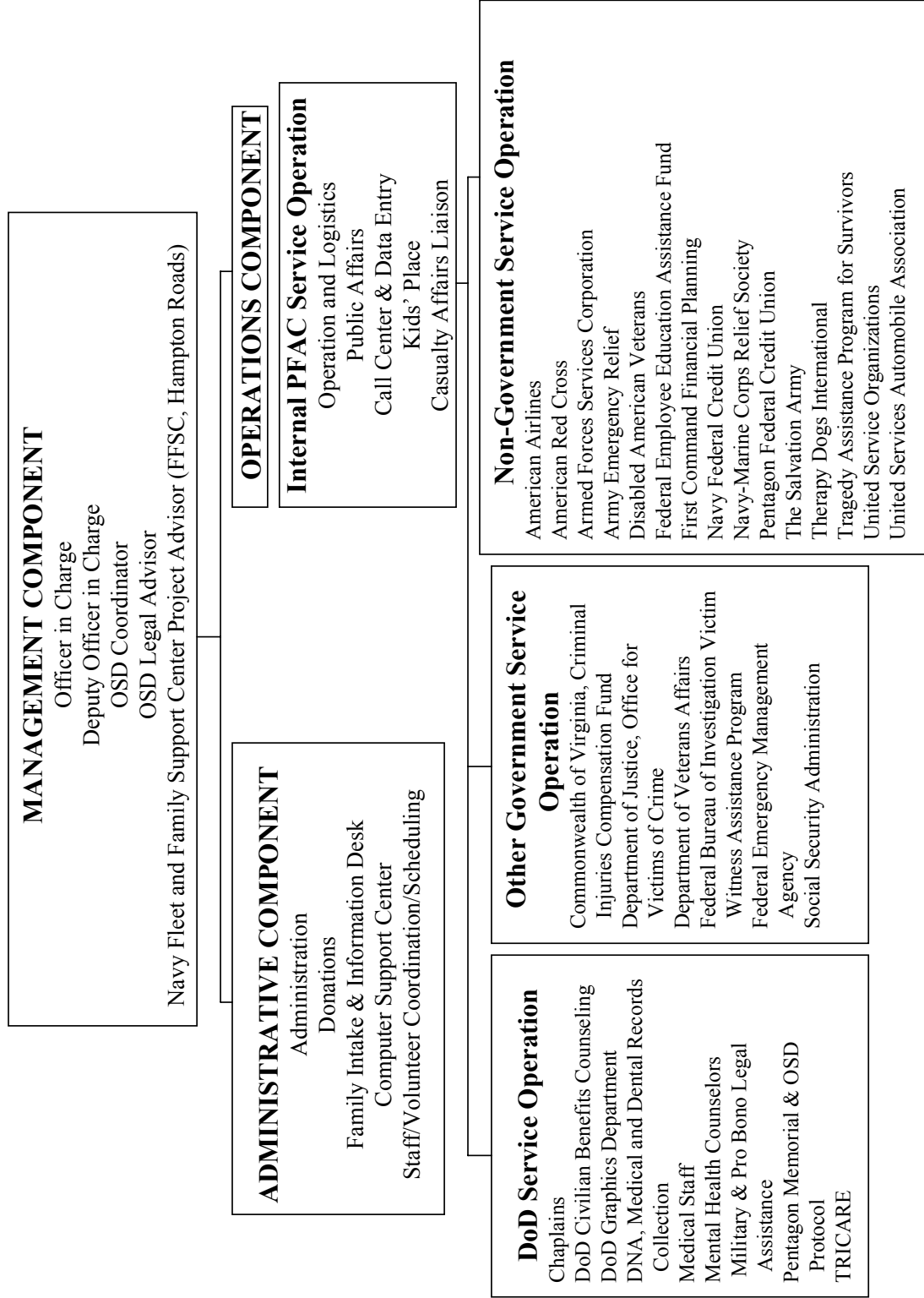
- \_\_\_\_\_ Identify, obtain and establish required telecommunications (telephones, faxes, computers, equipment, supplies, and materials—refer to PFAC Equipment/Materials Checklist in Appendix A-4 of this report)
- \_\_\_\_\_ Obtain required transportation, parking, food services and other logistical support services
- \_\_\_\_\_ Obtain graphics support for signage, building passes/name tags and visual information requirements
- \_\_\_\_\_ Set up standardized communications/information management system for collecting, managing, controlling, and sharing of information/data (templates, processes, and procedures)
- \_\_\_\_\_ Set up standardized reporting and correspondence templates, processes, and procedures
- \_\_\_\_\_ Publish resource directories of key service providers and essential resource and referral information
- \_\_\_\_\_ Coordinate daily family briefings
- \_\_\_\_\_ Coordinate site visits (location of incident) or other trips/special events as required
- \_\_\_\_\_ Identify and coordinate long-term services and resource requirements to support victims' families
- \_\_\_\_\_ Develop, communicate, and execute a transition plan to manage long-term support for follow-on phases of the operation

## **GUIDING PRINCIPLES**

The following principles are considered essential guidelines for effectively managing and caring for the needs of families in crisis:

- ✓ Maintain a single focus of supporting the families.
- ✓ Convey this single focus in all communications and actions both internally and externally.
- ✓ Deliver only straight unequivocal information to families with honesty and empathy (although painful, the truth is always most supportive to the families).
- ✓ Guide family member expectations from the beginning of the operation.
- ✓ Accommodate families' requests (group or individual situations) to the maximum extent possible and recognize that some requests cannot be met.
- ✓ Remain flexible, allow room to adapt and evolve to meet new requirements and family needs.
- ✓ Provide every opportunity for family members to make decisions to regain control of their lives.

# PENTAGON FAMILY ASSISTANCE CENTER (PFAC-Phase I) ORGANIZATIONAL CHART



## APPENDIX A-3

# PENTAGON FAMILY ASSISTANCE CENTER (PFAC) ORGANIZATIONAL ASSIGNMENTS AND RESPONSIBILITIES (CORE PFAC STAFF/SERVICE PROVIDER CELLS)

### MANAGEMENT COMPONENT *PFAC OPERATION CENTER, 2<sup>ND</sup> FLOOR*

#### **PFAC OFFICER IN CHARGE (OIC)**

- On-site commander—oversee the management of the PFAC operation
- Single source of continuous, authoritative, and factual information to families, PFAC staff and officials
- Conduct daily family briefings

#### **PFAC DEPUTY OFFICER IN CHARGE**

- Act as Executive Officer for the PFAC operation
- Assist the OIC in management oversight

#### **PFAC COORDINATOR**

- Monitor and coordinate day-to-day PFAC operation activities and policy issues
- Special advisor to the OIC on casualty and mortuary affairs

#### **OSD LEGAL ADVISOR**

- Special counsel to the OIC and PFAC staff
- Research and resolve complex legal questions for the PFAC staff and families

#### **NAVY FLEET AND FAMILY SUPPORT CENTER (FFSC)**

#### **PROJECT ADVISOR AND HAMPTON ROADS STAFF**

- Act as consultant for establishing the PFAC operation
- Provide technical assistance for the PFAC operation

## **ADMINISTRATIVE COMPONENT**

### **PFAC OPERATION CENTER, 2<sup>ND</sup> FLOOR**

#### **ADMINISTRATION**

- Manage PFAC administrative, resource, and information requirements
- Coordinate PFAC day-to-day administrative activities with operation and logistics, call center, staff/volunteer coordination/scheduling, and family intake and information desk cells

#### **DONATIONS**

- Coordinate the management and distribution of unsolicited monetary and non-monetary contributions
- Work with DoD officials on policy issues related to accepting and reporting various types of gifts and donations

#### **FAMILY INTAKE AND INFORMATION DESK**

- Screen and conduct check-in of families and visitors in the PFAC—obtain personal contact/locator information on missing victims from family members, including family contact and primary next-of-kin information for key PFAC staff
- Assess immediate needs of the family member(s)
- Provide information and referral for services
- Manage family escorts who greet family members at the hotel entrance and guide them through the PFAC to obtain necessary services

#### **COMPUTER SUPPORT CENTER**

- Provide computer support to include computer hardware and software services, procurement of leased equipment and maintenance, telecommunication lines, Internet/email access, and development of database programs

#### **STAFF/VOLUNTEER COORDINATION AND SCHEDULING**

- Manage and coordinate staffing (include core staff and volunteer support) and personnel resource requirements for the PFAC
- Provide administrative and technical support for PFAC crisis response activities and coordinate workload requirements (e.g., update/maintain lists of organizations and agency service providers located in the PFAC, maintain message boards and post messages for family members, staff/volunteers, and others)



**ADMINISTRATIVE COMPONENT (CONTINUED)**

- Manage personnel screening, work scheduling, assignment, and orientation/training processes
- Assist Family Intake and Information Desk staff in managing/screening visitors

## **OPERATIONS COMPONENT**

### **INTERNAL PFAC SERVICE OPERATION**

#### **OPERATION AND LOGISTICS, PFAC Operation Center, 2<sup>ND</sup> Floor**

- Coordinate all PFAC organizational, manpower, facility and operational requirements
- Single point of contact for hotel support and services
- Manage lodging and meals, parking, work spaces for service providers, facility security, telecommunications, audiovisual, transportation, and special events, including financial support for PFAC activities

#### **PUBLIC AFFAIRS, PFAC Operation Center, 2<sup>ND</sup> Floor**

- Manage all public relations and news media queries for the OIC, PFAC staff and families and provide updates on current media issues
- Serve as a conduit between DoD/Military Services and the PFAC, coordinating PFAC activities and official information
- Manage VIP visits
- Coordinate graphics support and collection of biographical information and photos of the victims for internal and external purposes

#### **CALL CENTER, PFAC Operation Center, 2<sup>ND</sup> Floor**

- Manage toll-free DoD hotline—central information resource for families, friends, individuals, and organizations to obtain information on PFAC activities and services, including the documentation and follow-up of telephone queries
- Obtain personal information on missing victims from family members, including family contact and primary next-of-kin information for key PFAC staff
- Monitor call-type trend information and provide feedback to OIC for managing PFAC activities

DoD Toll-Free Hotline Telephone Number:



## **OPERATIONS COMPONENT (CONTINUED)**

### **INTERNAL PFAC SERVICE OPERATION (continued)**

#### **KIDS' PLACE (CHILD CARE), PFAC 3<sup>rd</sup> Floor**

- Provide short-term childcare for parents and relatives who visit the PFAC and during special events
- Ensure a safe, caring and secure environment for children and youth
- Provide resource guides to families who need more extensive childcare or care after normal operating hours at military childcare facilities throughout the National Capital Region

#### **CASUALTY AFFAIRS LIAISON, PFAC Operation Center, 2<sup>nd</sup> Floor**

- Serve as the central base of operation for managing DoD, Military Services' Headquarters, and American Airlines casualty response and mortuary affairs activities
- Serve as primary source for distributing official information and materials to families, casualty assistance officers and senior officials, and managing sensitive victim and victim family member information

### **DoD SERVICE OPERATION**

#### **DoD CIVILIAN BENEFITS COUNSELING (OFFICE OF PERSONNEL MANAGEMENT [OPM] / DEPARTMENT OF LABOR), PFAC 3<sup>rd</sup> Floor**

- Provide counseling to family members of DoD civilian employees on workers compensation benefits/unpaid compensation, death claim benefits, life insurance claims, Thrift Savings Plan funds, and death gratuity payments and processing of claims
- Make appointments available in family members' homes or at DoD office locations

#### **MENTAL HEALTH COUNSELING AND THE NATIONAL CENTER FOR POST TRAUMATIC DISORDER, PFAC Operation Center, 2<sup>nd</sup> Floor**

- Assist family members and PFAC staff and volunteers to understand and manage the full range of grief reactions
- Provide crisis intervention, mediation, and management of "at-risk" family members
- Provide child/adolescent counseling
- Be accessible to PFAC staff and families for mental health support around the clock, particularly during large group meetings and events (e.g., Pentagon site visits, family briefings)

## **OPERATIONS COMPONENT (CONTINUED)**

### **DoD SERVICE OPERATION (continued)**

#### **CHAPLAINS, PFAC Operation Center, 2<sup>nd</sup> Floor**

- Provide pastoral counseling and spiritual care
- Conduct PFAC religious services
- Minister to families, friends, PFAC staff, and volunteers
- Provide crisis intervention and assist mental health professionals in providing critical incident stress management
- Be accessible to PFAC staff and families for support around the clock, particularly during large group meetings and events (e.g., Pentagon site visits, family briefings)

#### **DNA AND MEDICAL RECORDS COLLECTION, PFAC 3<sup>rd</sup> Floor**

- Coordinate the collection of victim medical and dental records and DNA reference specimens from family members (located outside the Family Briefing Room Ballroom and on the 3<sup>rd</sup> Floor of the PFAC)
- Facilitate transportation of records and specimens to the Armed Forces DNA Identification Laboratory to support the identification process at Dover Air Force Base, Delaware Port Mortuary

#### **DoD GRAPHICS DEPARTMENT, Operation Center, 2<sup>nd</sup> Floor**

- Provide graphics products (graphs, charts, victims' photos and biographies, signage, nametag badges, etc.) in support of the PFAC mission
- Coordinate Pentagon Memorial Service graphics requirements (memorial poster, program, memorial service books for the families) with Pentagon Memorial and OSD Protocol

#### **MEDICAL SERVICES, Operation Center, 2<sup>nd</sup> Floor**

- Provide immediate emergency medical evaluation and stabilizing care to family members and PFAC staff
- Serve as a liaison with military/civilian medical service providers in the event of a medical emergency
- Assist families by providing general support and comfort
- Manage volunteer physicians, physician assistants, nurses, and technicians supporting the PFAC

## **OPERATIONS COMPONENT (CONTINUED)**

### **DoD SERVICE OPERATION (continued)**

#### **MILITARY AND PRO BONO LEGAL ASSISTANCE, PFAC 3<sup>rd</sup> Floor**

- Provide personalized assistance and advice to injured victims and family members on a full range of legal topics, including powers of attorney, probate of estates, legal advice, domestic relations, guardianship, drafting of legal documents and numerous other complex legal issues
- Coordinate referrals of family members desiring pro bono services

#### **PENTAGON MEMORIAL AND OSD PROTOCOL, Operation Center, 2<sup>nd</sup> Floor**

- Manage the planning and coordination of the Pentagon Memorial Service
- Serve as the conduit to enhance communications between the families, PFAC staff, and the DoD for the event
- Coordinate the logistics support (e.g., lodging, transportation) of the families attending the event

#### **TRICARE MANAGEMENT ACTIVITY, PFAC 3<sup>rd</sup> Floor**

- Provide military medical benefits information for families and casualty assistance officers
- Assist in the application and claims process
- Coordinate on-site medical aid station support

### **OTHER GOVERNMENT SERVICE OPERATIONS**

#### **COMMONWEALTH OF VIRGINIA, CRIMINAL INJURIES COMPENSATION FUND, Operation Center, 2<sup>nd</sup> Floor**

- Provide financial assistance to family members (up to a maximum of \$15,000) for unreimbursed medical expenses, loss of financial support, mental health counseling, funeral/burial expenses, and moving expenses
- Assist with other reasonable expenses incurred as a result of the Pentagon attack

## **OPERATIONS COMPONENT (CONTINUED)**

### **OTHER GOVERNMENT SERVICE OPERATIONS (continued)**

#### **DEPARTMENT OF JUSTICE, OFFICE FOR VICTIMS OF CRIME (OVC), *Operation Center, 2<sup>nd</sup> Floor***

- Provide funding to State victim assistance and compensation programs (i.e., Commonwealth of Virginia, Criminal Injuries Compensation Fund) to administer services that help victims
- Provide immediate information and referrals for short-term counseling and access to an extensive network of services and benefits
- Provide longer-term support to families and access to a secure Web site to obtain resource and criminal process information

#### **VETERANS ADMINISTRATION, *Operation Center, 2nd Floor***

- Assist families with information and processing of claims for dependents' and survivors' benefits to include: Dependency and Indemnity Compensation (DIC) for survivors of veterans who died on active duty, burial benefits (headstone and marker, Presidential Memorial Certificate, burial flag, and burial in a National Cemetery), life insurance (Servicemembers Group Life Insurance, Veterans Group Life Insurance), and educational benefits

#### **FEDERAL BUREAU OF INVESTIGATION (FBI) VICTIM WITNESS ASSISTANCE, *Operation Center, 2<sup>nd</sup> Floor***

- Notify victims of their rights as a Federal crime victim
- Provide information on the FBI's criminal investigation through the Victim Notification System, if the victim wants to be notified
- Provide information on the Commonwealth of Virginia, Criminal Injuries Compensation Fund and assist victims in the application process
- Provide referral information to other agencies that could provide assistance to victims

#### **FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA), *Operation Center, 2<sup>nd</sup> Floor***

- Assist families with needs beyond the assistance that can be provided by other agencies
- Provide limited assistance in areas of crisis counseling, mortgage and rental assistance, unpaid funeral expenses, lost wages, loss of support, and uncovered or uninsured medical treatment

## **OPERATIONS COMPONENT (CONTINUED)**

### **OTHER GOVERNMENT SERVICE OPERATIONS (continued)**

#### **SOCIAL SECURITY ADMINISTRATION, *Operation Center, 2<sup>nd</sup> Floor***

- Provide information on eligibility requirements for Social Security benefits
- Assist families to file claims for earned Social Security and disability benefits
- Disburse death benefits without a death certificate through a special exception to normal procedure

### **NON-GOVERNMENT SERVICE OPERATION**

#### **AMERICAN AIRLINES, *Operation Center, 2<sup>nd</sup> Floor***

- Representative available to help families of Flight 77 with travel arrangement assistance and information on other available services
- Serve as a conduit for information between American Airlines and DoD/PFAC

#### **AMERICAN RED CROSS, *Operation Center, 2<sup>nd</sup> Floor***

- Work closely with other service providers to ensure that all victim family emergency needs are being met
- Conduct personal interviews to identify individual and family needs
- Provide immediate financial assistance for travel and transportation, food, clothing, and shelter and assist families in accessing additional financial assistance and support from national and community-based resources

#### **ARMED FORCES SERVICES CORPORATION (AFSC) (MILITARY SURVIVOR BENEFITS), *PFAC 3<sup>rd</sup> Floor***

- Provide estimates and advice on survivor benefits (Social Security, VA, Survivor Benefit Plan) for each eligible family member of Army and Navy active duty, retired, and reserve who died
- Families receive a computer printout that displays the benefits for the life of the surviving spouse and for children under the age of 18 or 22 as applicable, including educational benefits

## **OPERATIONS COMPONENT (CONTINUED)**

### **NON-GOVERNMENT SERVICE OPERATION (continued)**

#### **ARMY EMERGENCY RELIEF (AER), *Operation Center, 2<sup>nd</sup> Floor***

- Provide immediate emergency financial assistance to help service members and eligible family members
- Assist in providing financial support for normal monthly expenses to help through the initial period of adjustment as families wait for insurance, survivor benefits, Social Security, and other benefits to become effective

#### **DISABLED AMERICAN VETERANS (DAV), *Operation Center, 2<sup>nd</sup> Floor***

- Administer the Disaster Relief Program that provides immediate financial assistance to primary next-of-kin of active duty service members and veterans
- Provide financial assistance through grants of up to \$1,000
- Offer counsel on short- and long-term VA benefits

#### **FEDERAL EMPLOYEE EDUCATION ASSISTANCE FUND (FEEAF), *PFAC 3<sup>rd</sup> Floor***

- Provide civilian Federal employee families with immediate emergency financial relief, transportation, and educational assistance

#### **FIRST COMMAND FINANCIAL PLANNING, *Operation Center, 2<sup>nd</sup> Floor***

- A commercial financial planning organization that markets to the military community
- Services strictly limited to answering questions from families and casualty assistance officers on basic financial planning issues (budget analysis, savings options, stocks, bonds, or certificates of deposit for short-term resources, and analysis of future investments and annuities, and insurance policy information)

#### **NAVY FEDERAL CREDIT UNION, *Operation Center, 2<sup>nd</sup> Floor***

- Provide assistance to members and their families about banking, investment and account information, and transfer of ownership

## **OPERATIONS COMPONENT (CONTINUED)**

### **NON-GOVERNMENT SERVICE OPERATION (continued)**

#### **NAVY-MARINE CORP RELIEF SOCIETY (NMCRS), *Operation Center, 2<sup>nd</sup> Floor***

- Provide financial and educational assistance to members of the Naval Services of the United States and eligible family members and survivors
- Arrange interest free loans and/or grants to help meet emergency needs related to funeral expenses, medical/dental bills, transportation, food, rent, utilities, vehicle repairs, budget counseling, and other assistance

#### **PENTAGON FEDERAL CREDIT UNION, *Operation Center, 2<sup>nd</sup> Floor***

- Provide assistance to members and their families about banking, investment and account information, and transfer of ownership

#### **SALVATION ARMY, *Operation Center, 2<sup>nd</sup> Floor***

- Support PFAC staff by serving as greeters and attend to family members' spiritual, moral and physical well-being

#### **THERAPY DOGS INTERNATIONAL, *Operation Center, 2<sup>nd</sup> Floor***

- Qualified handlers and trained therapy dogs provide comfort and companionship to PFAC visitors and staff; available during family Pentagon site visits

#### **TRAGEDY ASSISTANCE PROGRAM FOR SURVIVORS (TAPS), *Operation Center, 2<sup>nd</sup> Floor***

- A national peer support organization that provides a wide range of services to surviving military family members. Services include peer support, grief counseling referral, crisis intervention, case worker assistance, survivor link, and national survivor seminar.

#### **UNITED SERVICES AUTOMOBILE ASSOCIATION (USAA), *Operation Center, 2<sup>nd</sup> Floor***

- Assist and answer questions for USAA members, their families and casualty assistance officers
- Services include auto, homeowners, renters and life insurance, and banking and investments



**OPERATIONS COMPONENT (CONTINUED)**

**NON-GOVERNMENT SERVICE OPERATION (continued)**

**UNITED SERVICE ORGANIZATIONS (USO), *Operation Center, 2<sup>nd</sup> Floor***

- Provide financial grants and services to families of military personnel
- Provide lodging for immediate family members, taxi coupons, food coupons, certificates to local grocery stores and restaurants, and telephone calling cards



## APPENDIX A-4


<b>PENTAGON FAMILY ASSISTANCE CENTER (PFAC) EQUIPMENT/MATERIALS CHECKLIST</b>			
✓	Item	Quantity	Source
	Bulletin board(s)		
	Burn bags and shredders		
	Cell phones (with chargers)		
	Chairs/tables		
	Childcare facility (toys, cribs, cots, linens, blankets, pillows, diapers)		
	Computers (PCs/laptops)		
	Computer connectivity (e-mail, internet, modems, etc.)		
	Copy machine		
	Crates, boxes for files		
	Fax machine		
	Flashlights and batteries		
	General comfort item packages		
	Maps (local area, hotel diagrams, etc.)		
	Nametags/badges		
	Office supplies, paper (steno pads, log books, computer and copier), pencils, etc.		
	Pagers		
	Parking passes		
	Pertinent Instructions Directives/Forms		
	Radio (portable)		
	Signs		
	Snacks, beverages, meal passes		
	Telephone lines into the PFAC (including toll-free)		
	Telephone lines, public		
	Telephone books, directories (DoD, local)		
	Transportation vehicles		
	Trash bags		
	Trash receptacles		
	TV/Cable connections		
	TV/VCR combination		

## APPENDIX A-5

# PENTAGON FAMILY ASSISTANCE CENTER (PFAC) GENERAL TOPICS OF DAILY FAMILY BRIEFINGS

Over the course of the PFAC operation (Phase I), the following represents the types of topic information that were communicated to the families during the Family Briefing Sessions. *(Not all topics were presented at each briefing. Topics were adjusted as family needs changed.)*

- Number of missing, positive identification, casualties (military, DoD civilians, DoD contractors, American Airlines Flight #77 passengers and crew), and status of Delaware Port Mortuary (Dover Air Force Base) operations
- Status of the Pentagon attack site search, rescue and recovery operation
- Status of the Federal Bureau of Investigation (FBI) activities
- Armed Forces Institute of Pathology and Dover Port Mortuary identification, notification, and mortuary processes and procedures
- DNA and medical and dental records collection
- Issuance of death certificates for military, DoD employees, and civilians
- Burial of victims at Arlington or other National Cemeteries
- Victims' personal effects (vehicle retrieval and personal items recovered at the Pentagon)
- Role and responsibilities of casualty assistance officers
- One-on-one meetings of the PFAC Officer in Charge and American Airlines representative with family members
- Press and media contact and family privacy and VIPs visiting the PFAC
- PFAC memorial tables, America's Heroes Board and Defense of Freedom Medal
- Pentagon attack site, Pentagon building, and American Airlines seating charts and diagrams
- PFAC on-site services available and other resources and services available (referral information)
  - Emergency financial assistance and financial grants and contributions (transportation, lost wages, medical expenses, food, shelter, clothing, etc.)
  - Military and civilian compensation, benefits and claims information
  - Legal assistance and pro bono services

- 
- Funeral and burial support
  - Unsolicited donations and gifts
  - Special activities/events: PFAC worship services, Pentagon attack site visits, Kennedy Center “Concert for America,” and Pentagon memorial service and reception
  - Questions and Comments box located in family briefing room
  - Transcripts of daily family briefing notes, resource and services information and other pertinent handouts for pick-up in family briefing room
  - Notification of termination of Arlington County, Virginia, Search and Recovery Center operations
  - Notification of termination of FBI investigation and transfer of Pentagon back to DoD
  - Remnant vials from the Pentagon attack site
  - Closing of the PFAC at the Sheraton Hotel and transfer of operation to the Polk Building, Crystal City (transition to Phase II)
  - Transfer of PFAC memorial table remembrance items and donated items to the Center for Military History for the archives

## APPENDIX A-6

DAJA-AL

28 SEP 01

MEMORANDUM FOR PENTAGON FAMILY ASSISTANCE  
CENTER STAFF

SUBJECT: Requests for family member contact information

1. We have received a number of inquiries from concerned individuals, private organizations, and federal, state and local governmental officials for families' contact information, for the purpose of offering condolences or informing families of benefits or services available to them. This is to reiterate that the Privacy Act prohibits release of this contact information outside the Federal Government without the permission of the individuals concerned.
2. **Federal Government.** The Privacy Act does not prohibit the sharing of information within the Federal Government. You may provide such information to another office/agency with a valid official purpose for requesting it.
3. **Individuals and Private Organizations.** Normally, these expressions of condolences and offers of assistance require no response, and should be routed to Casualty Assistance Officers (CAO) through service representatives. Refer callers to the following offices:
  - a. Army Casualty Affairs Operations Center, (\_\_\_\_) \_\_\_\_\_ or \_\_\_\_\_ (fax)
  - b. Navy Casualty Office, (\_\_\_\_) \_\_\_\_\_ or \_\_\_\_\_ (fax)
  - c. DIA Casualty Affairs, (\_\_\_\_) \_\_\_\_\_ or \_\_\_\_\_ (fax)
  - d. American Airlines, (\_\_\_\_) \_\_\_\_\_ or \_\_\_\_\_ (fax)
4. **Elected officials.** If you receive a request for contact information (names, addresses, phone numbers) from federal, state or local government officials, I suggest the following response:

Thank the caller for his/her concern, and inform the caller that the Privacy Act prevents release of victims' or families' contact information without their express permission. To minimize intrusion on the families, suggest that the caller's office send any information or expressions of condolence to the service representatives for transmission to the CAOs. Reiterate that we will be happy to inform families of benefits or assistance available—they may pass this to our Administrative Section at (\_\_\_\_) \_\_\_\_\_ (voice) or \_\_\_\_\_ (fax).

If the caller's office still wishes to obtain the contact information, inform them that this Family Assistance Center's mission is to support the families, and we are not staffed in such a way that we can track or respond to the request. However, the three service legislative affairs offices have agreed to handle the response. Each office will relay the request to the CAOs, who will, in turn,

inquire of the families whether they wish to release contact information. The Legislative Affairs Office will then send a list of the families agreeing to the release of contact information. Inform the caller that they should put their request in writing, and contact the following:

- a. Army Legislative Affairs, (\_\_\_\_)\_\_\_\_\_ or \_\_\_\_\_ (fax).
  - b. Navy Legislative Affairs, (\_\_\_\_)\_\_\_\_\_ or \_\_\_\_\_ (fax).
  - c. DIA Legislative Affairs, (\_\_\_\_)\_\_\_\_\_ or \_\_\_\_\_ (fax).
5. POC is the undersigned, at (\_\_\_\_)\_\_\_\_\_.

//s//

Pentagon Family Assistance Center (PFAC)  
OSD Legal Advisor

CF:

OSD Legislative Affairs  
Army Legislative Affairs  
Navy Legislative Affairs  
DIA Legislative Affairs  
Army Casualty Affairs Operations Center  
Navy Casualty Office  
DIA Casualty Affairs