



APPENDIX B

PENTAGON FAMILY ASSISTANCE CENTER (PFAC) ADMINISTRATIVE COMPONENT SOURCE DOCUMENTS

- B-1. Pentagon Family Assistance Center (PFAC) Administration Standard Operating Procedures
- B-2. Pentagon Family Assistance Center (PFAC) Donations Standard Operating Procedures
- B-3. Pentagon Family Assistance Center (PFAC) Family Intake and Information Desk Standard Operating Procedures
- B-4. Pentagon Family Assistance Center (PFAC) Staff/Volunteer Coordination and Scheduling Standard Operating Procedures

APPENDIX B-1

ADMINISTRATION STANDARD OPERATING PROCEDURES

The following information describes standard operating procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATION

A. Purpose of the Cell

The administration cell supports the operation of the PFAC by compiling and maintaining reports, providing logistical support and information management, managing routine office functions, and responding to emerging mission requirements. The cell encompasses two primary functions: administration and data management.

B. Descriptions of Cell Operations

- Staffed 24 hours a day
- Central point for managing all administrative, resource, and information requirements in the PFAC

C. Organizational Structure

- Staffing organized in shifts of no more than 8-½ hours each with ½ hour overlap for shift turnover—staffing and work schedules are based on mission requirements:
 - Lead supervisor
 - Deputy supervisor
 - Shift supervisor
 - Runner(s)
 - Note taker(s)
- Three shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight
 - Midnight – 8:00 a.m.

D. Job Descriptions

- Lead supervisor:
 - Oversee the operation of the cell
 - Establish resource requirements (including staffing) and schedules for PFAC administrative functions and support public affairs staff (administrative and logistics)
 - Attend PFAC staff meetings for situation updates and briefings
 - Manage information and communications flow and evaluate logs and other record keeping to ensure proper documentation of PFAC activities
 - Coordinate the collection of statistics for core PFAC functional cells and generate required management reports, ensuring deadlines are met for submission to higher authority
 - Manage physical resources (copiers, shredders, etc.) and inventories, and coordinate services in support of administrative functions
- Deputy supervisor:
 - Oversee operation of administration cell in absence of lead supervisor
 - Assist lead supervisor in managing cell functions
 - Assume staff duties as staff mission requirements are reduced
- Shift supervisor:
 - Oversee the operation for the assigned shift and report to the lead supervisor
 - Manage shift staff work assignments
 - Gather and record family member questions, prepare family briefing notes for the officer in charge (OIC) and prepare responses to frequently asked questions for distribution in the PFAC
 - Oversee development, production and dissemination of documents and reports including database management, family and senior official briefings, correspondence, reports, etc.
- Runners:
 - Report to the shift supervisor and support administrative and other key PFAC cell functional areas as needed
 - Pick up and deliver reports and information within the PFAC and key Pentagon and military service organizations

- Access DoD news articles and print synopsis for the OIC
- Gather and destroy sensitive information
- Check for faxes and answer telephone calls and posts or deliver information or messages to the appropriate individuals
- Responsible for administration of daily activities such as controlling meal tickets, beepers and cell phones, and coordinating parking
- Note takers:
 - Responsible for watching television news coverage of September 11 activities (CNN, local networks, etc.) and taking notes on news stories pertinent to the PFAC; alert shift supervisor immediately of any pertinent breaking stories
 - Type notes for review by shift supervisor and distribute to the OIC and other key staff (public affairs, call center, etc.)

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One lead supervisor, one deputy supervisor, one shift supervisor, one or two note takers, and one or two runners (staffing for each shift is based on operational requirements)
- 4:00 p.m. – Midnight. One deputy supervisor, one shift supervisor, one note taker, and one or two runners
- Midnight – 8:00 a.m. One shift supervisor
- For continuity, the cell should be staffed from the start with a core supervisory staff

F. Logistics Requirements

Administration cell should be located near the operation center but should be able to be closed off when needed, for example, to conduct public affairs activities, to allow note takers to hear television coverage, and to ensure that family members are not exposed to news broadcasts. Equipment needed includes:

- 2 telephones and 2 televisions
- Access to a copy machine
- 1-2 laptop computers and access to operation center computers (zip drive and Internet and e-mail capability)
- Tables, chairs, large (office size) shredder and/or burn bags, mail and fax boxes

- Office supplies including note pads, pens, folders, message pads
- Access to quick-turnaround graphics support
- A vehicle must be available for necessary pickups and deliveries

G. Statistical Information Needed

Data collected from a variety of forms provided by each PFAC functional cell. Individual cell operation statistical data and information collected from an end of shift report submitted by supervisors. The report provides a large amount of data for management and situation reports. (As data collection and management became more complex, cells such as the casualty and the call center began to manage their own data).

H. Forms Used in Cells

See enclosed Pentagon Family Assistance Center (PFAC) end of shift report form and Pentagon Family Assistance Center (PFAC) Graphic Support Requirements (nametag badges and signage)

SECTION 2. OPERATING PROCEDURES, GENERAL

- Compile, generate, and maintain correspondence, reports, statistical information, and suspense logs
- Document PFAC operations
- Monitor and oversee data entry and control activities. Data entry tasks include ensuring that family member demographic and personal information is entered and verified—if administration is to be the central repository of database information, standardize database template(s), with data entry processes and procedures established for the entire family assistance center operation
- If volume of data is unmanageable by one cell, parameters for communication and data collection must be agreed upon in advance
- Coordination between PFAC cells is essential
- Attend daily Arlington County Emergency Operations Center Rescue and Recovery meetings and report back to PFAC OIC on status of Pentagon attack site operations
- Monitor broadcast and print news coverage of events to anticipate impact of information on families and center operations
- Provide administrative support to public affairs staff and assist in preparing letters to employers of victims' families to encourage their support in offering leave to family members

- Work with graphics staff and public affairs to maintain “America’s Heroes Board” and produce diagrams and charts for family briefings and PFAC display
- Manage resource requirements and maintain inventories of donated, purchased, and leased equipment and supplies, and work with donations cell to manage distribution of donated items
- Monitor and ensure that all sensitive material is handled or disposed of properly
- Establish procedures for determining funding sources and processes as part of crisis response planning
- Responsible for monitoring and distribution of meal passes, parking passes, hotel room keys, pagers, and cell phones

Enclosures: 1. Pentagon Family Assistance Center (PFAC) End of Shift Report Form
2. Pentagon Family Assistance Center (PFAC) Graphic Support Requirements

PENTAGON FAMILY ASSISTANCE CENTER (PFAC) END OF SHIFT REPORT

This type of information was provided by other functional PFAC cells to Administration for input to daily statistical reports:

Section (Cell):	Shift Supervisor:
Date / Time:	Rank / Grade:

Number of contacts:	
Phone	
In-Person	
Relationships of caller/visitor to missing or deceased person (total numbers)	
Individual family members	
Families	
Friends/others	
Inquiries from organizations:	
Army	
Navy	
Air Force	
Marines	
OSD	
Civilian (Federal Employ)	
Contractor	
Primary concerns (check all that apply)	
Status of person	
Financial	
Lodging	
Child Care	
Victim Compensation	
Benefit Information	
Transportation	
Other	

Types of service provided:	
Intake	
Information & Referral	
Crisis Intervention	
Mental Health Referral	
Pastoral Care	
Other (describe in remarks)	
Number of personnel on duty for shift:	
Comments and recommendation	
Remarks (use back of this form if needed)	

Enclosure 1

PENTAGON FAMILY ASSISTANCE CENTER (PFAC) GRAPHIC SUPPORT REQUIREMENTS

PFAC NAME TAG BADGE:



This is a facsimile of the name tag used in the PFAC for all staff members

PFAC Sign Requirements:			
Sign Wording	Quantity	Size	Format
Family Check-in	2	18"x6"	Foam Board
Family Check-in	1	36"x24"	Foam Board
Counselors	1	24"x12"	Foam Board
Chaplains	1	24"x12"	Foam Board
Volunteer Check-in	3	18"x6"	Foam Board
General Information	1	36"x12"	Foam Board
Family Sitting Area	1	36"x24"	Foam Board
Operations Center	1	18"x6"	Foam Board
Call Center	1	18"x6"	Foam Board
Admin Center	1	18"x6"	Foam Board
Volunteer Check-in Center	1	18"x12"	Foam Board
Benefits Counselors	1	36"x12"	Foam Board
Messages	2	18"x6"	Foam Board
Restrooms	1	18"x6"	Foam Board
Pentagon Family Assistance Center	1	6'x2'	Vinyl Banner
Benefits Counselors	3	18"x6"	Foam Board
Turn Off Cell Phones/Pagers (Family Briefing Room)	4	18"x6"	Foam Board

Enclosure 2

APPENDIX B-2

DONATIONS STANDARD OPERATING PROCEDURES

The following information describes standard operating procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATIONS

A. Purpose of the Cell

To provide guidance for and to coordinate monetary and non-monetary contributions brought to the PFAC from organizations and individuals.

B. Description of Cell Operation

- Two 8-hour shifts a day
- Serve as point of contact for all monetary or non-monetary donation inquiries and offers
- Provide information to donors on appropriate agencies authorized to accept and manage donations
- Receive, track, and manage distribution of donated items designated for victims' families

C. Organizational Structure

- Shift supervisor
- Staff/volunteers to receive material donations and assist in distribution during surge periods
- Two shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight

D. Job Descriptions

- Oversee operation of the Donations cell
- Confer with PFAC leadership and DoD legal and financial experts to identify policy parameters for managing and coordinating donations
- Confer with public affairs to ensure clear information is provided to the public
- Make referrals to identified organizations that may accept donations

- Manage and coordinate receipt and distribution of donated items for families
- Ensure accurate records are maintained

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One shift supervisor
- 4:00 p.m. – Midnight One shift supervisor

F. Logistical Requirements

- Donations management should be conducted in the operation center so that record keeping and policy information is available to staff/volunteer coordination and scheduling and call center personnel so they can respond to telephone inquiries and augment the operation in the absence of the donation shift supervisor.
- A large, secure storage space must be available to control the “give-away” material items donated for family members.
- Maintain control over display or distribution tables and try to ensure a fair distribution of items to families
- One telephone and one computer are required—this requirement should be coordinated with key PFAC cell supervisors using the operation center telephones and computers to manage activities (time-share and/or dedicated telephone line or computer).

G. Statistical Information

Maintain data on all donation inquiries coming into the PFAC. Catalog and track all donated items received until they are disbursed to the families. Record all transactions.

H. Forms Used

See attached Donation Inquiry Log-In (Encl. 1); Donated Items Intake (Encl. 2); and Donated Items Received Report (Master List) (Encl. 3)

SECTION 2. OPERATING PROCEDURES

A. Donation Coordination and Management

- All donation transactions and inquiries are required to be processed through this cell
- The same shift supervisor is assigned for the duration of PFAC and is required to have experience in dealing with donations and gift processing policy and commercial solicitation issues

- Staff/volunteer coordination and scheduling lead and call center shift supervisors should be fully informed of donations procedures to assist the donations cell, particularly during the midnight shift when no shift supervisor is on duty
- Review and coordinate policies and legal issues and establish protocols for the PFAC—acceptance of donated items and referrals for monetary donations
- Ensure that all procedural instructions are clearly articulated in writing to avoid confusion and dissemination of misinformation—communicate information to key PFAC cell supervisors
- Maintain a staff notebook to file hard copies of all information recorded on forms and policy references
- Coordinate with public affairs to ensure the media and the public are given correct information on how to make donations to the families
- Set up a system for tracking and responding to all inquiries and logging in all items donated on site
- Identify secure area for donated items and track disbursement of items to ensure these items are given to the families
- Provide a daily status report or verbal update to PFAC leadership at daily staff meeting(s)

B. Donation Processing

- Log in calls for all inquiries and annotate follow-on actions as required
- Maintain a complete list of acceptable agencies designated by DoD for referral of monetary donations and make it available to all PFAC cell supervisors
- Place staff/volunteers in an area designated for receiving donated items
- Log in items
- Place items in designated secure area
- Count and catalogue items as required
- Identify a limited number of staff to have access to donated items in secure area
- Place items in designated place for disbursement to families and control access if required

Enclosures

1. Donation Inquiry Log-In Form
2. Donated Items Intake Form
3. Donated Items Received Report
4. Department of Defense Gift Processing Policy Memorandum, September 14, 2001

DONATION INQUIRY LOG-IN FORM

Date:
Time:
Caller's Name:
Company/Agency:
Phone Numbers:
(1)
(2)
Nature of Inquiry:
Action Required (if any):

Enclosure 1



DONATED ITEMS INTAKE FORM

Date:
Time:
Donor's Name:
Company/Agency Donating:
Phone Number:
Item(s) Donated:
Special Requests or Instructions:

Enclosure 2

**DONATED ITEMS RECEIVED REPORT
(MASTER LIST)**

Donating Organization	Point of Contact	Phone Number	Position or Title	Address	Donation Description

14 SEP 01

Memorandum for Secretaries of the Military Departments
Chairman of the Joint Chiefs of Staff
Under Secretaries of Defense
Director, Defense Research and Engineering
Assistant Secretaries of Defense
General Counsel of the Department of Defense
Inspector General of the Department of Defense
Director, Operational Test and Evaluation
Assistants to the Secretary of Defense
Director, Administration and Management
Directors of the Defense Agencies
Directors of the DoD Field Activities

SUBJECT: Gift Processing

The outpouring of unsolicited gift offers to support the Pentagon restoration effort, the relief workers and the families of Pentagon victims has been tremendous. Offers have been received from both individuals and private sector firms to donate labor, food and clothing, building equipment and materials, and other types of assistance to help us weather this tragedy. We should express our deepest gratitude for generosity displayed by these gestures.

Attached is information regarding the appropriate organizations to contact for the various types of donations being offered. The authorities and requirements for accepting and reporting gifts provided to the Secretary of Defense are contained in Title 10, United States Code, Section 2608, and the Department of Defense Financial Management Regulations, Volume 12, Chapter 4.

//s//

Department of Defense
Comptroller

Attachment

Enclosure 4

INFORMATION REGARDING UNSOLICITED GIFTS TO THE DEPARTMENT OF DEFENSE FOLLOWING THE TERRORIST ATTACK ON THE PENTAGON ON SEPTEMBER 11, 2001

In response to the public inquiries regarding donations in support of the relief and recovery efforts in the aftermath of the terrorist attacks on the Pentagon, the following organizations have established assistance funds or programs that may be utilized for this purpose.

1. Monetary donations for victims and/or their families may be made to one or more of the relief societies or funds listed below. (NOTE: All are 501(c)(3) organizations under the Internal Revenue Code. As such, contributions may provide tax benefits as permitted by law for donors who itemize expenses for income tax reporting purposes.)

- The Army Emergency Relief Society, Alexandria, VA
Contact: (703) 325-0463
Internet Web site: <http://www.aerhq.org>
Name of Fund: The Pentagon Victims Fund
- The Navy and Marine Corps Relief Society, Arlington, VA
Contact: (703) 696-4904
Internet Web site: <http://www.nmcrs.org>
Name of Fund: The Pentagon Assistance Fund
- The Air Force Aid Society
Suite 202
1745 Jefferson Davis Highway
Arlington, VA 22202
Contact: (703) 607-3134
Internet Web site: <http://www.asaf.org>
- The Federal Employee Education & Assistance Fund (FEE), Littleton, CO
Contact: 1-800-323-4140 or (303) 933-7580
Internet Web site: <http://www.feea.org>
Name of Fund: The Federal Employee Education & Assistance Fund
Send checks to: FEEA World Trade Center/Pentagon Fund
8441 W. Bowles Avenue, Suite 200, Littleton, CO 80123-9501
- United Service Organizations
1008 Eberle Place, S.E., Suite 301
Washington Navy Yard, DC 20374-5096
Contact: 1-800-876-7469
Internet Web site: <http://www.uso.org>

2. Donations of building equipment and materials: Contact the Pentagon Renovation/ Emergency Operations Site (PENREN) at (703) 528-9524.
3. Donations of volunteer services at the Emergency site (e.g., rubble removal): Contact the Arlington County (Virginia) Emergency Operations Center at (703) 228-7506.
4. Information Technology Support: Contact the Network Infrastructure Services Agency – Pentagon (NISA-P) at (703) 695-3934.
5. Chaplain Support: Contact Pentagon Chaplain’s Office (703) 695-3336.
6. Additional information regarding donations may be obtained from the Federal Emergency Management Agency (FEMA) Internet Web site at <http://www.fema.gov>.

Attachment 1 to Enclosure 4

APPENDIX B-3

FAMILY INTAKE AND INFORMATION DESK STANDARD OPERATING PROCEDURES

The following information describes standard operating procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATIONS

A. Purpose of the Cell

To obtain locator information on missing military service member or civilian, collect information on primary next-of-kin, assess immediate needs of the family member(s), and provide emergency and on-site PFAC services, including information and referral to outside service providers.

B. Description of Cell Operation

- Staff 24 hours a day
- Serve as the initial PFAC contact point for families and visitors seeking information and assistance
- Provide initial screening and check-in of family member(s)
- Document family information and assess basic needs
- Link family members with services and assistance

C. Organizational Structure

- Lead Supervisor
- Shift Supervisor
- Intake Specialists
- Escorts
- Three shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight
 - Midnight – 8:00 a.m.

D. Job Descriptions

- Lead Supervisor:
 - Oversee operation of family intake and information desk
 - Establish procedures and be responsible for intake and processing of family members and visitors
 - Ensure appropriate information and services are provided to collective family or individuals
 - Act as primary liaison with PFAC leadership (provide information on collective/ individual issues and concerns) and attend staff meetings
- Shift Supervisor:
 - Oversee operation for the assigned shift period
 - Function as deputy to lead supervisor or as the “acting lead supervisor” in the absence of the incumbent
 - Function also as intake specialist
- Intake Specialist:
 - Assist family members and visitors through the check-in process
 - Connect them to needed services and assistance
 - Alert the appropriate lead/shift supervisor of any special issues or concerns of families
- Escorts:
 - Individually assigned to families as they arrive
 - Guide families through the intake process and connect them with needed services
 - Remain with family members at all times unless families request otherwise
 - Assess needs and ensure all that is reasonably possible is done to assist families

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One lead supervisor, one shift supervisor, and five to seven intake specialists (based on operational requirements)
- 4:00 p.m. – Midnight. One lead supervisor, one shift supervisor, and two to four intake specialists
- Midnight – 8:00 a.m. One shift supervisor and one intake specialist

F. Logistical Requirements

- Locate family intake and information desk in a central, highly visible area so that it will be the first point of contact in the PFAC for family members and visitors
- Area should be large enough to allow maximum amount of privacy for family and visitors to provide information about sensitive matters
- Medical, mental health counselors, and chaplains should be located next to the family intake and information desk so that necessary resources are available for emergency crisis intervention
- Minimum of one phone line is required
- Appropriate forms, pertinent PFAC information handouts, and supplies need to be available for staff and family members

G. Statistical Information

Total number of contacts (family members and visitors) in the PFAC each day and the victim or family with whom the contact is associated; intake information sheets provide large amount of data about family member or visitor making inquiry or requiring services; several data representations drawn from intake data

H. Forms Used

See attached Family Member Intake and Information Form (Encl.)

SECTION 2. OPERATING PROCEDURES


A. Family or Visitor Intake Process

- Station escorts at the hotel lobby entrances to meet and greet family members and visitors and escort them upstairs to the family intake and information desk
- Ensure that family members and visitors are treated with respect, consideration and sensitivity (Do not rush into the information gathering process. Allow people to move through the process at their own pace.)
- Thoroughly explain the process and the purpose for requesting personal information from family members at that time
- Intake specialist fills out the Family Intake and Information Form the first time family members visit the center; basic form includes:
 - Information on the missing or deceased person
 - Family member information, including primary next-of-kin addresses, telephone numbers

- Intake specialist assesses emergency and non-emergency needs of family members— PFAC services are discussed and family members are immediately connected with the appropriate PFAC on-site service providers
- A daily log is maintained and families are asked only to sign in for subsequent visits to the PFAC
- Give nametag to family member(s) (color-coded to quickly distinguish families from staff and visitors)
- If families desire services, the escort is given a copy of the family member intake and information form and family members are escorted to the proper location for those services (Escorts document services provided to the family on the intake form.)
- Escorts are available to the family the entire time they are in the PFAC
- The escort turns in the intake form to the designated intake specialist maintaining data for the daily log
- Provide intake forms for processing to data entry (administration) staff
- Supervisor and staff take notes on issues on which the next shift should be briefed as part of the shift turnover process and carefully manage to keep clear communication flowing

B. Staff/Volunteer Orientation

- Shift supervisor will conduct or designate an intake specialist to provide an orientation and training for intake specialists and escorts
- Provide a PFAC information notebook of relevant information to perform duties—review the family processing and the information contained in the notebook with the trainee
- Ensure cell staff and trainees are selected for their people skills and ability to provide sympathetic effective help
- Emphasize the need for absolute confidentiality and the importance of not talking to the media
- Ensure trainee is thoroughly familiar with the services located in the PFAC and any changes that might take place to avoid giving wrong information to families
- Provide trainee an on-site PFAC tour (1st, 2nd and 3rd floors)
- Trainee should be supervised and assisted through the first few clients if the Shift Supervisor deems it necessary

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- Listening skills are critical—trainee should be cautioned on the importance of assessing the family member’s readiness and ability to receive information (Be sure the individual is in “receive mode” before giving too much information. Remember, many may be in shock and not functioning as well as they would under normal conditions.)
 - If you notice that a family member is visibly in distress, offer and encourage counseling or chaplain services prior to their going further in the process.
 - If the family comes to the intake desk 5 to 10 minutes prior to the family briefing session, suggest that the family member(s) attend the briefing first and return for inprocessing (intake) after the session

Enclosure: Family Member Intake and Information Form

PFAC FAMILY MEMBER INTAKE AND INFORMATION FORM

INFORMATION ON PERSON REQUESTING INFORMATION/ASSISTANCE:

Name of Individual	Relationship To Victim: <i>(e.g. family—primary, secondary or extended family member, friend, other)</i>	Family Member Contact Information
		<p>Hm. Address:</p> <hr/> <p>Phone Numbers: Hm. Wk. Cell</p> <hr/> <p>Email: Hm. Wk.</p>
		<p>Hm. Address:</p> <hr/> <p>Phone Numbers: Hm. Wk. Cell</p> <hr/> <p>Email: Hm. Wk.</p>
		<p>Hm. Address:</p> <hr/> <p>Phone Numbers: Hm. Wk. Cell</p> <hr/> <p>Email: Hm. Wk.</p>

Local Area Address and Phone Number(s) where family member(s) are staying if from out of town:

Name	Address	Phone

Casualty Assistance Officer (CAO) Information:

Name	Phone number (Wk, Hm, Cell)

Type of Assistance Provided:

- Crisis Intervention
 Mental Health Referral
 Information/Referral
 Benefits/Financial
 Chaplains
 Other _____

Describe Family Member(s) Primary Concerns:

Recommendations/ Comments/ Follow-up Requirements:

Enclosure

APPENDIX B-4

STAFF/VOLUNTEER COORDINATION AND SCHEDULING STANDARD OPERATING PROCEDURES

The following information describes standard operating procedures developed in Phase I and incorporates additional information that may be used as a template to activate a joint family assistance center (JFAC) in the event of a crisis or mass casualty incident.

SECTION 1. CELL OPERATION

A. Purpose of the Cell

To coordinate total PFAC staffing requirements and personnel resources, including core staff and volunteers (hereafter referred to as staff/volunteers). The cell provides administrative and technical support for crisis response activities and supports workload requirements for the PFAC.

B. Description of Cell Operation

- Work shifts of 8½ hours to allow sufficient overlap for turnover between shifts
- 24 hours a day operation as required
- Assist management to establish and maintain the PFAC organizational structure and provide administrative and technical support for crisis response activities to include: 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 working in the PFAC
- Identify and coordinate staffing requirements
- Manage, screen and schedule staff and volunteer work assignments
- Prepare and distribute 10 copies of final work schedules to each PFAC cell shift supervisor
- Answer incoming telephone calls from individuals who want to work in the PFAC (initial and follow-on contacts)
- Screen callers by gathering background information to include military or organization affiliation for further processing
- Complete a Volunteer Intake Form for each caller
- Conduct orientation and training as part of the check-in process

C. Organizational Structure

- Lead supervisor
- Shift supervisors
- Phone bank operators
- Staff/volunteers (as required, including support from other PFAC cell supervisors within each functional component (e.g., Management, Administrative, and Operations))
- Three shifts of operation:
 - 8:00 a.m. – 4:00 p.m.
 - 4:00 p.m. – Midnight
 - Midnight – 8:00 a.m.

D. Job Descriptions

- Lead Supervisor:
 - Provide management oversight, including administrative and reporting processes
 - Review all available information to assess staffing requirements
 - Coordinate with leadership and functional area cell lead/shift supervisors to identify activities and workload
 - Work with supervisors of each functional cell to identify personnel requirements, processes, and work schedules to support mission requirements
 - Manage the preparation and official scheduling of staff/volunteers and maintain master scheduling book—lead supervisor is the only person permitted to approve and officially assign personnel
 - Ensure staff recall and locator information and lists of organizations and agency service providers located in the PFAC is collected and updated daily
- Shift Supervisor:
 - Manage the activities in the cell during the work shift period and report to the lead supervisor
 - Coordinate with other PFAC staff supervisors to assess personnel requirements
 - Monitor collection of staff/volunteer intake forms and assist the lead supervisor with the assignment and distribution of work schedules

- Manage the staff/volunteer check-in process and conduct orientation and training
- Supervise phone bank operators, assist in responding to incoming calls and/or walk-ins, and ensure documentation of information
- Inform internal cell staff of staff requirements and ensure pertinent information is distributed to PFAC staff supervisors on a daily basis
- Phone Bank Operators:
 - Respond to all incoming calls and greets walk-ins
 - Complete an intake form for each call (*See attached Staff/Volunteer Intake Form*)
 - Compile and provide the shift supervisor with a list of potential volunteers for assignment
 - Organize and file intake forms
 - Receive and post messages on message boards for family members, staff/volunteers and others working in the PFAC

E. Personnel Requirements

- 8:00 a.m. – 4:00 p.m. One lead supervisor who has management oversight of the cell operation, one shift supervisor who has primary responsibility for managing the activity of the cell during the shift (*should be consistently staffed with the same people if possible*) and two to three phone bank operators based on workload
- 4:00 p.m. – Midnight (same as above)
- Midnight – 8:00 a.m. One shift supervisor and one phone bank operator to answer incoming phone calls (*volunteer information not collected and volunteers not scheduled during this shift*); cell staffing based on operational requirements

F. Logistical Requirements

- Locate in a quiet area (acceptable to share a room with other cells such as data entry—recommend cell not be co-located with other functional cells in order to effectively manage the large volume of volunteers and to maintain control over the screening, check-in, and orientation and training processes)
- Three phone lines dedicated exclusively for volunteer calls
- Dedicated computer/printer hardware, software and peripherals
- Office supplies (e.g., 3-ring binders, pencils, paper, burn bags or shredders)

G. Statistical Information Needed

- Staff/Volunteer requirements for each PFAC cell (qualifications and numbers)
- Daily totals of staff and volunteers actually working in the PFAC
- Special circumstances or surge periods requiring additional volunteers (e.g., site visits, scheduling additional escorts during the family briefings, etc.)

H. Forms Used in Cell

See attached Staff/Volunteer Intake Form.

I. Sample Reports

No management reports were created in this cell. (However, statistical information reflected in other PFAC cell management reports and/or the PFAC After Action Report was derived from the volunteer scheduling book and volunteer sign-in forms.)

SECTION 2. OPERATING PROCEDURES

A. Screening

- Accept incoming phone calls from individuals (includes walk-ins) wishing to volunteer
- Complete a Staff/Volunteer Intake Form for each potential volunteer. Information includes:
 - Name of volunteer
 - Telephone numbers
 - Organization/Military affiliation
 - Dates and times of availability
 - Special skills or professional qualifications (e.g., language, deaf interpreter, counseling)
- Be sure all contact information is legibly written
- Review the Staff/Volunteer Intake Form for completeness

B. Assignment and Processing

- Volunteers may be assigned at the time of walk-in or call-in, if needed.
- Scheduling forms should be developed for each shift and organized by date in the master scheduling notebook.

- File intake forms in the specified location by category (e.g., volunteers scheduled, volunteers available but not needed, special skills, unsuitable-offer acknowledged).
- Volunteer assignments should be based on experience, skills, dependability, availability, and the stated preferences of the volunteer when possible.
- For each scheduled volunteer, verify the work schedule information; provide directions to the PFAC location; and give information on parking procedures, appropriate dress, etc.
- Confirm assignment the day before the volunteer is scheduled when possible via a follow-up telephone call.
- Ensure volunteers have a clear understanding of the tasks they are expected to perform and professional behavior required for the operation.
- Instruct new volunteers to report 30 minutes early for orientation and training.
- Instruct returning volunteers to arrive 15 minutes before their shift to allow briefing before assuming the shift.
- Make nametag badge.
- Have volunteer sign in and check off on printed master roster.
- Volunteers are required to check out and turn in nametag badge at the end of their shift.

C. Orientation and Training

- Provide any orientation handouts with pertinent information on meals, parking, contact numbers, PFAC resources and services, and behavioral DO's and DON'Ts.
- Provide short briefing on how to provide sympathetic help, protect confidentiality of family information, the most effective support techniques, and warnings NOT to talk to the media
- Caution personnel about talking in public locations within and near areas where families or media may be gathered (do not want families to hear information that might be unsettling nor should media be provided information other than for official release)
- Any PFAC cell-specific training required should be provided by the supervisor of the functional area to which personnel are assigned
- Instruct personnel that sign-in is required each day upon arrival
- Instruct personnel to sign out at end of day and turn in their nametag badges
- Instruct personnel to inform supervisor when they leave for breaks or meals to ensure adequate coverage for family needs

D. Management Procedures

- Lead supervisor maintains and monitors the master scheduling notebook to ensure each shift is adequately staffed
- Lead supervisor coordinates with other cell lead/shift supervisors to obtain required personnel staffing levels to ensure appropriate scheduling
- Drafts and coordinates preparation of work schedule and ensures the final shift schedule is placed in the master scheduling notebook
- Shift supervisor coordinates screening and processing of volunteers using the Staff/Volunteer Intake Form
- Shift supervisor, at the end of each shift, briefs the lead supervisor and the incoming shift supervisor on PFAC activities, staffing status, and transfers shift documentation
- Shift supervisor ensures distribution of finalized next day work schedules to all PFAC cell supervisors

Enclosure: Staff/Volunteer Intake Form

STAFF/VOLUNTEER INTAKE FORM

Name	Date
Home Phone	Work Phone
Cell Phone	
Skills/Professional Qualifications:	
Foreign Languages	Sign Language
Counseling	
Experience	
Organization Affiliated With/Military Associated	
Experience	

AVAILABILITY:

Week Days	Weekends
Provide specific dates of availability if known:	

DAY	DATE	Midnight-8:00 a.m.	8:00 a.m.-4:00 p.m.	4:00 p.m.-Midnight
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				

You will be notified of a specifically scheduled time period if you are needed.

How late in the evening may we call you, if we need to schedule you?

If you cannot make your assigned shift please call (number here)

For Scheduling Staff Only

DAY	DATE	Midnight-8:00 a.m.	8:00 a.m.-4:00 p.m.	4:00 p.m.-Midnight
Sunday				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				

SCHEDULED BY _____

Name of Staff Person Who Scheduled This Individual

Enclosure