

APPENDIX D

**PENTAGON FAMILY ASSISTANCE
RESOURCE AND REFERRAL OFFICE (PFARRO)
SOURCE DOCUMENTS**

- D-1. Pentagon Family Assistance Resource and Referral Office (PFARRO, Phase II)
Operation and Training Guide
- D-2. Department of Defense Pentagon Family Assistance Center Resource Guide
(PFARRO, Phase II)



APPENDIX D-1

**PENTAGON FAMILY ASSISTANCE
RESOURCE AND REFERRAL OFFICE
(PFARRO, PHASE II)**

OPERATION AND TRAINING MANUAL

The Operation and Training Manual was developed for Phase II and provided standard operating procedures for the Pentagon Family Assistance Resource and Referral Office (PFARRO). The manual has been revised to incorporate 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.

MISSION

The primary mission of the PFARRO is to provide follow-on support to victims' primary next-of-kin and casualty assistance officers (CAOs). The support services are provided primarily through information and referrals.

SCOPE OF OPERATION

PERIOD OF OPERATION: October 13 – November 1, 2001, Phase II

SCHEDULE OF OPERATION: Monday through Friday
8:00 a.m. – 5:00 p.m.

LOCATION: Polk Building, Crystal City, Arlington, Virginia

STATUS OF OPERATION:

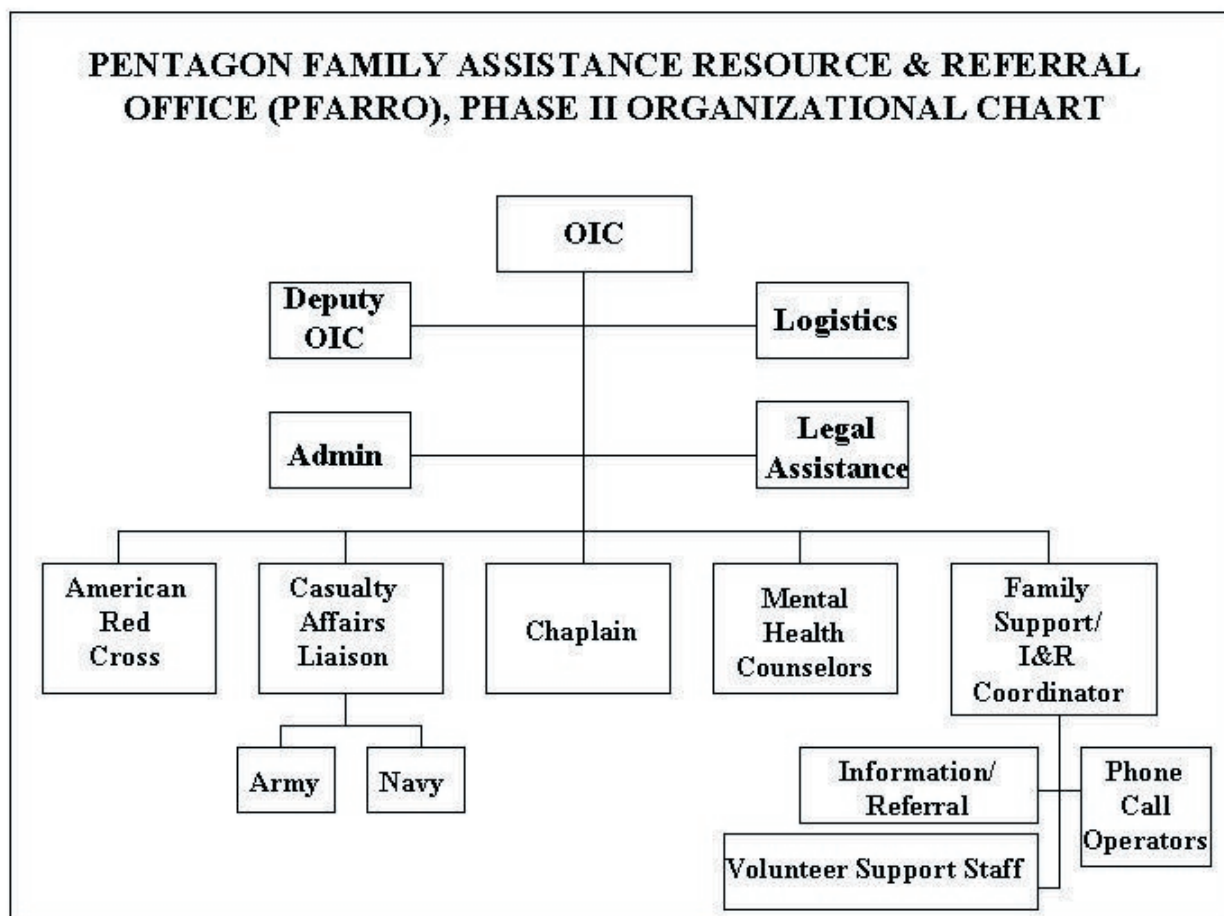
Sixty-six percent (66%) of all missing persons of the Pentagon crash on September 11 have been positively identified. Many families have held or scheduled funerals or memorial services. The needs of the family members are changing and require less than 24-hour operation. Phase II of the operation is to provide a scaled-down version of the Pentagon Family Assistance Center (PFAC) Phase I for transitioning families to community-based resources to meet their longer-term needs.

SUPPORT SERVICES:

- Information on continued positive identification of remains
- Telephonic referrals to Federal and non-Federal agencies
- DoD toll-free hotline
- DoD Pentagon Family Assistance Center Resource Guide for families, including points of contact for donations (*See Appendix D-2*)
- Telephonic referrals and walk-in services for legal assistance and counseling
- Telephonic referrals to community agencies for housing and financial aid
- Donation acceptance, transfer and referrals

ON-SITE SERVICE PROVIDERS:

- American Red Cross
- Army and Navy casualty affairs liaison
- Chaplain
- Mental health counselors
- Military family support staff
- Legal assistance



STANDARD OPERATING PROCEDURES FOR STAFF AND VOLUNTEERS

GENERAL ADMINISTRATIVE NOTES:

- Sign in: Carefully print your name, address, telephone number(s) and organization affiliation on the staff and volunteer roster at the beginning of the workday
- Building Security: (Details of access and control procedures)
- Parking and Meals: Not provided
- Media Contact: Media not permitted in the PFARRO. Please relay any media inquiries to your shift leader and/or leadership for coordination with DoD public affairs and/or Military Service public affairs
- We ask that you help us protect the confidentiality of the families
- Be attentive the needs of families and their concerns, but recognize your role is to assist them and their casualty assistance officer (CAO) to the appropriate services and/or provider to meet their needs
- Reporting Requirements: Key Phase II statistics such as number of calls, walk-ins, services provided, and other PFARRO activities will be documented. Supervisors are to provide the administration supervisor with an end of day report, documenting cell activities for the day. Key PFARRO documents include: Client Contact Form, Enclosure 1 and Family Support and Information Referral Coordinator-End of Day Report Form, Enclosure 2.

OPERATING PROCEDURES

GROUND RULES FOR STAFF AND VOLUNTEERS:

- Notify the PFARRO administration coordinator at least 48 hours before your scheduled shift if you are unable to meet your scheduled commitment. That number is (____)_____.
- Information and procedures may change each day. Report to your shift leader for updates and review the turn-over materials or information maintained in your work area.
- Don't work beyond your designated shift without your shift leader/PFARRO administration coordinator's approval.
- Please take breaks as necessary, but be sure to let someone know that you are leaving so your phone or work area duties can be covered. Also, in the event of an evacuation, we want to be able to account for you.

CONFIDENTIALITY:

In a nutshell, what you see here and what you hear here...stays here! Don't discuss situations outside of the PFARRO. There is always a possibility that someone could recognize a situation and identify the persons involved.

MEDIA REQUESTS:

There will be calls from media representatives. Be careful not to provide a media representative with any information or opinions that could constitute an interview. They may call and ask directly for a public affairs officer. If the individual is insistent and you are unable to handle the call, locate the officer or deputy officer in charge (OIC). Otherwise, take a message and refer to your shift leader for referral to the appropriate person.

VALUES CLARIFICATION:

What constitutes a crisis for one person does not necessarily constitute a crisis for another. A crisis is defined not by the situation but by the individual experiencing it. This awareness is important, as a reminder not to judge someone whose coping skills may not be well developed as ours. Judgmental listeners are ineffective listeners!

TAKING CARE OF YOURSELF:

Working under these circumstances can be stressful, and burnout can easily occur. Signs of burnout are:

- Physical exhaustion
- Mental fatigue
- Irritability
- Emotional peaks

If you recognize any of these signs in yourself, that's the time to take a break. Go for a walk, stretch, get some fresh air. If when you return, you continue to experience the signs, don't hesitate to tell the shift leader that you need to be relieved.

Because people in helping positions tend to be dedicated, and not so willing to call it quits, it's possible you may overlook these signs. So help take care of each other. If you see someone else experiencing any stress, let someone know so they can get that person to take a break and take care of himself or herself. The bottom line is that we are far more effective as helpers when we ourselves are in good physical and emotional shape.

PRIVACY ACT GUIDANCE

(The following guidance provided in the PFAC, Phase I operation is applicable)

DAJA-AL

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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 contract 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 condolence and offers of assistance require no response, and should be routed to Casualty Assistance Officers 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 their concern, and inform the caller that the Privacy Act prevents release of victims' or families' contact information without their express permission. So as 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 tract 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

POSITION DESCRIPTIONS AND RESPONSIBILITIES

COLLECTIVE PFARRO STAFF AND VOLUNTEER RESPONSIBILITIES:

- Ensure delivery of information and referral service support to the primary next of kin and CAOs
- Meet as needed to ensure transition of all applicable services and activities to Phase II, longer-term support
- Develop and implement referral services including obtaining the necessary human and material resources needed to support the transition plan
- Ensure all necessary information is collected, documented and is complete and accurate
- Report any concerns or complications that may impact the operation to the officer in charge, deputy officer in charge or immediate supervisor (chain of command)
- Maintain client privacy and confidentiality at all times
- Defer all requests for information from other than primary next-of-kin or CAOs officer to your chain of command

ADMINISTRATION COORDINATOR:

- Verify staffing requirements for the following workday 48 hours prior to the beginning of the shift.
- Contact the designated military family center director in the event of staff shortfalls
- Retrieve contact information and referral forms and review of appropriate follow-up
- Brief the appropriate cell supervisor on follow-on actions related to family or CAO issues and provide updates on the operation
- Liaison with appropriate chains of command and service providers as necessary
- Log all staff work hours
- Prepare daily activity reports
- Document all relevant operational activities and statistical information

FAMILY SUPPORT AND INFORMATION AND REFERRAL (I&R) COORDINATOR:

- Oversee all aspects of information and referral activities and support services
- Liaison to the OIC and Deputy

- Advise OIC and Deputy on military and civilian community resources and human services/ personnel available to support affected coordination of services to victims and others involved in the recovery process and Phase II Operations.
- Coordinate and directs required resource support in Phase I and transition to Phase III with military family center directors
- Act as “problem solver/trouble shooter” for daily operational issues
- Coordinate and validate staffing requirements and schedules
- Collect all forms and statistical data are submitted to administration for recording

FAMILY SUPPORT AND INFORMATION AND REFERRAL (I&R) COORDINATOR STAFF:

- Greet visitors and establish rapport.
- Determine the needs of the visitors via phone and walk-in—provide information and/or refer to the appropriate service provider
- Maintain a comprehensive data base/resources file on personal and family support services by collecting, classifying, up-dating, and maintaining information on services available, to families of the lost or missing that can be accessed in the local military or civilian community
- Provide accurate and empathic information and referral service to all individuals and families using the service
- Provide regular updates of resource information to the chaplains, mental health/counselors and CAOs etc
- Provide input to the Pentagon Family Assistance Center Resource Guide
- May be required to provide crisis intervention on the phone
- Maintain statistical data and other records on cell activities
- Provide guidance and support, as necessary, to the phone call operators

VOLUNTEER SUPPORT STAFF (ESCORTS / RUNNERS):

- Coordinate PFARRO volunteer support and scheduling
- Document and maintain volunteer contact information
- Greet visitors and assist in them obtaining information and services
- Direct non-routine inquiries or service specific inquiries to the appropriate PFARRO supervisor

- Control issuance of badges and escort all visitors
- Deliver messages, reports and correspondence as required

CALL CENTER:

Primary Functions:

- Provide immediate responses to telephone inquiries and information
- Information and Referral
- Empathetic Listening
- Receive and distribute messages to staff

Each phone station has a resource book. Please familiarize yourself with the sections and content before you begin answering calls. The book contains points of contact phone numbers, scripts for frequently asked questions, updates, sample forms, and other pertinent information.

The DoD toll-free hotline used during Phase I remains active in Phase II of the operations. After hour emergency calls will be forwarded to an emergency phone number. All other calls will be forwarded to an answering machine. All dropped calls will be tracked & follow-up the next business day of operation.

Phone Call Operators:

- Respond to incoming calls
- Provide accurate information and resource referral to callers and visitors
- Perform follow-up on inquiries as directed
- Assist the family support and information and referral staff in the development and maintenance of the resource file
- Refer crisis calls to the chaplain, mental health professionals, or family support staff
- Maintain accurate records on all requests

CLIENT CONTACT FORM:

The form is used to record all calls (See Enclosure 1). Because this is a data collection form, it is important to write legibly, verify phone numbers, and spell back names to ensure accuracy.

Some callers have called numerous “hotlines” or have called us previously. For that reason, please do not stress out callers by insisting they provide any information for this form. If you sense that this is the case, immediately ask the caller, “How may I help you today?” Then fill in any information they may offer.

The Client Contact Form is scripted. If you're not accustomed to this type of contact, just follow the script as written. Collect as much information as you can. This form is used to collect statistics as well as data for our database. Important fields to complete are:

Date/Time/Call Taken By

Relationship

Organization/ Military Service Affiliation

Reason for Call

Follow-up Needed

Remember that some callers, although local residents, may be staying with a friend or family for support. Be sure to ask for the address where they are staying as well as their permanent home address. The same applies to phone numbers. Obtain any other pertinent contact information, such as work or cell phone, pager, or e-mail address. At the close of the call, give the period of time the PFARRO will be in operation, the business hours, and that calls will be recorded during non-business hours and someone will return their call.

QUESTIONS AND CONCERNS:

Ask staff if they have any questions or concerns about working in the PFARRO. Remind them to review the resource book and familiarize themselves with its content. Remind them to ask for assistance with the first few calls or any time they feel out of their depth. Calls can be very unique and consultation with experienced staff/volunteers may be needed.

You may be speaking with members of the immediate family, distant family, friends, co-workers, media representatives, and staff from other government and civilian agencies. Inquiries may be as simple as a request for a phone number to make a donation or a referral to another agency. You may be asked to get a staff member to the phone or to take a message for them. If the caller or you determine that the need to speak to the staff member is urgent, ask the family support and information and referral coordinator to get that person to the phone.

You may receive a request to verify the status of "missing" person. Remind the caller that the primary next-of-kin have all been notified and they should contact an immediate family member for further information.

Some people call because they need to have someone listen to them. They need to express their feelings, concerns, or ideas. We are that listening ear, the shoulder to lean on...the nurturer.

There are calls that are suggestions for how to "save the world." Those callers may have less than helpful suggestions or they may have detailed plans which they want brought to the attention of our military leaders (e.g., The Pentagon, The President). Treat them with respect and same

level of seriousness as any other caller, recording their suggestions on the Client Contact Form and submitting it for processing. Thank them for calling, but do not promise that someone will be in touch with them.

If you need to vent after receiving an unusual or stressful call, please do so appropriately with a co-worker or the supervisor. It is important that you take these opportunities, as you need them. Be sure that callers and visitors cannot hear any “processing” conversations.

Take as much time with each caller as is needed. The phones are single lines, so you will not have another call ringing on your phone while you are assisting a caller. We are not trying to set statistical records in the number of calls answered. We are dedicated to meeting the needs of each caller, and sometimes that involves taking time to listen.

COUNSELING:

Military chaplains and mental health clinicians are present to provide counseling services for family, friends, and co-workers. Their services are available in person or by phone.

If you have a caller who has an immediate need to speak with a chaplain/counselor, have the family support and information and referral coordinator bring one to the call center. If the caller is stable enough, you may take a name and phone number to pass to the chaplain/counselor for follow-up.

The chaplain/counselor’s table is located in room _____

CASUALTY AFFAIRS LIAISON AND LEGAL ASSISTANCE:

At this point in the operation, CAOs have the primary responsibility for their respective families. Refer any casualty assistance or CAO questions to the respective Military Service representative in the casualty affairs liaison cell. All legal inquiries should be directed to the legal assistance cell.

Army/Navy Casualty Affairs Liaison assistance is located in _____

Legal Assistance is located in _____

CRISIS INTERVENTION TRAINING BASICS:

Emotional Reactions to Crisis

Families may be in either stage one or stage two of the emotional reaction to the crisis.

- **Stage One.** Those in stage one are experiencing shock, disbelief, or denial. If you’ve had the opportunity to hear any one of the families during the briefings, you will have to know that some are still hopeful that their loved one will be found alive.
- **Stage Two.** Stage two is a highly emotional stage. You may encounter callers who are angry, appearing to focus their anger at you. It’s a normal coping mechanism. Use the technique of

not escalating their anger. Remain calm. In fact, lower the volume of your voice so the caller has to work harder to hear you. As they focus on listening to you, they can put less effort toward their anger.

You may find callers who are so overcome with emotion that they can't begin to articulate their needs. To jump-start the conversation, ask a question such as: "Tell me about the person you're calling about." That's an open-ended statement that should elicit some remarks from the caller to enable them to open up.

HINTS FOR HELPING:

Keep in mind that the survivors are themselves victims of the circumstances. Our role, besides providing information and referral, is to nurture them by giving them the resource "tools" they need to help themselves. In this case, the tools are small bits of information and referrals that help them regain control of their lives, a little bit at a time.

As you work with someone in crisis, helping them to gain that control of their lives, it will be useful if you can help put things in perspective and prioritize steps for them, without actually doing the work.

For instance, the caller may not see all the options available to them because their judgment is currently clouded by the crisis. Provide those options to them.

If you give someone three referrals, be sure to suggest which number they should call first. Prioritizing the referrals lends some order to the chaos they feel. As they then make the calls, some control is returned to their life.

TALKING ABOUT DEATH:

When dealing with casualties, you will need to develop a level of comfort with speaking of death. This may feel awkward for you as it is for the families experiencing the loss. Be sensitive to this as you speak with families.

One phrase you should not use when speaking with families of the missing/casualties is "I understand." While you may have had a similar crisis in your life, you are not the person experiencing it now. Hearing "I understand" may serve to infuriate that person who may say: "How could you possibly understand? Your husband hasn't been taken from you. Your children aren't without a father. "I don't even know how we will manage living here...."

Instead, use an empathetic statement, such as: "I can't imagine how difficult this must be for you." That statement acknowledges the person's feelings. They will recognize that you do understand, and may even say that.

CLIENT CONTACT FORM

Please print clearly and verify all information recorded.

<input type="checkbox"/> Call In	<input type="checkbox"/> Walk-In	Date of Call/Time:	Call Taken By
<i>Hello. This is the Pentagon Family Assistance Center Resource & Referral Office. May I please have your name?</i>			
<i>Thank you.</i>			
<i>I want you to know we are here to try to answer any questions you have.</i>			
<i>May I have the name of the person that you are calling about?</i>			
<i>What is your relationship to that person?</i>			
<i>Are you the primary Next of Kin?</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
<i>What is their Organization/ Military Service affiliation? (Check one)</i>			
<input type="checkbox"/> Army <input type="checkbox"/> Army Civilian <input type="checkbox"/> Air Force <input type="checkbox"/> Marine Corps Navy <input type="checkbox"/> Navy <input type="checkbox"/> Civilian Personnel <input type="checkbox"/> DIA			
Reason for call:			
<i>When is the best time to reach you?</i>			
<i>At what address can we reach you during the next 24 hours?</i>			
Street Address		City, State, Zip	
<i>What is the telephone number at this address?</i>			
<i>Is this your normal home address (If NO, complete below.)?</i>			
Street Address		City, State, Zip	
Telephone Number:			
<i>Are there any other ways that we can reach you, such as a cell phone, pager, or e-mail?</i>			
Work Phone	Cell Phone	Pager	
E-mail			
Type of Services Provided:			
<input type="checkbox"/> I&R <input type="checkbox"/> Legal <input type="checkbox"/> Benefits Information <input type="checkbox"/> Mental Health <input type="checkbox"/> Pastoral Care <input type="checkbox"/> CAO Referral			
Follow-up needed: (If yes, what type)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
Follow-up completed on	by		

Enclosure 1

FAMILY SUPPORT AND INFORMATION & REFERRAL COORDINATOR END OF DAY REPORT FORM

Date:			
Number of contacts:			
By phone		In person	
Relationship of visitor/caller to perform missing/deceased:			
Family	Friend	Coworker	
Inquiries: Branch			
Army	Marines	Navy	Air Force
Army Civilian	Navy Civilian	DIA	
Primary Concerns:			
Status of Person	Financial	Lodging	Child Care
Victim Compensation	Benefit Information	Transportation	Other (Please describe in Remarks)
Type of Service Provided:			
Intake	Information & Referral	CAO/CACO Referral	Phone Referral
Mental Health Referral	Pastoral Care	Other (Please describe in Remarks)	
Number of personnel on duty:			
Recommendations/Comments/Follow-up:			
Remarks (use other side if necessary):			

Enclosure 2



Department of Defense

Pentagon Family Assistance Center Resource Guide



NOTICE

The purpose of this reference guide is to provide informational material. The Department of Defense does not favor, endorse, sponsor, or recommend any non-governmental organization, company, commercial product, or service. Neither the United States Government nor any of its employees assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information contained herein.

The cover letter provides you with the telephone numbers of the nearest military installation family support center and chaplain support. These points of contact will be of vital importance in keeping you informed of available resources beyond the scope included in this resource guide.

Your family support center will be kept informed of additional resources that may continue to become available. Other services provided by family support centers include the following:

- *Information and Referral*
- *Budget Counseling*
- *Scholarship Information*
- *Emergency Financial Assistance Resources*
- *Counseling and Counseling Referrals*
- *Child and Spouse Abuse Treatment/Prevention*
- *Employment Assistance*
- *Exceptional Family Member Resources*
- *Relocation Assistance*
- *Deployment and Mobilization Support*

For more information on your nearest military family support center, please refer to its section inside this resource guide.

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American Bar Association
American Counseling Association
American Legion
American Psychological Association
American Red Cross
Armed Forces Services Corp. Military Survivor Benefits
CACO – Navy Casualty Assistance Calls Officer
CAO – Casualty Assistance Office Army Liaison
Chaplain Support and Ministry
Compassionate Friends
Criminal Injuries Compensation Fund
DIA – Defense Intelligence Agency Benefits
Department of Defense Civilian Benefits Counseling
Department of Justice Office For Victims of Crime
Department of State Consular Affairs Bureau
Disabled American Veterans
Federal Bureau of Investigation Victim Witness Assistance
Federal Employee Education and Assistance Office
Federal Emergency Management Agency
Military Family Support Centers
Military Legal Assistance in the National Capitol Region
Military Locators
National Air Disaster Alliance and Foundation
National Association for Uniformed Services
National Center for Victims of Crimes
National Military Family Association
Realtors Relief Fund
Social Security Benefits
Survivors' Fund
Tragedy Assistance Program for Survivors, Inc.
TRICARE
USO – United Services Organization Metropolitan Washington
VA – Department of Veteran Affairs

INFORMATION AND RESOURCES

AMERICAN AIRLINES

877-932-7322

Long term telephone number for any questions, including inquiries regarding insurance, death certificates, payments, or expenses.

AARP WPS - AMERICAN ASSOCIATION OF RETIRED PERSONS (WIDOWED PERSONS SERVICE)

800-424-3410

www.aarp.org/griefandloss

In communities throughout the nation, trained widowed volunteers working with local AARP WPS programs offer the newly widowed and others the following services: One-on-one outreach, group meetings, guest speakers, online discussion groups, publications and training materials on bereavement, and social activities.

AMERICAN BAR ASSOCIATION YOUNG LAWYERS DIVISION

866-606-0626

www.abanet.org/legalservices/public.html

Provides free legal services for low-income individuals who prior to, or because of the disaster, are unable to secure adequate legal services.

AMERICAN COUNSELING ASSOCIATION

www.counseling.org

Responding to Tragedy: The American Counseling Association has created a special resource web site to help the general public and professional counselors face the many challenges brought on by the September 11, 2001 attacks.

AMERICAN LEGION

800-433-3318

www.legion.org

Provides assistance with VA benefits and claims application. College scholarship information available. Temporary financial assistance for veterans with children. Information and referral services/materials.

APA - AMERICAN PSYCHOLOGICAL ASSOCIATION

800-964-2000

www.apa.org

The APA Referral line will connect family members to the APA information and referral center in Kansas. This organization will link family members to the referral service specific to the state in which they live. The referral service is free. The APA also maintains a listing of counseling providers who offer short term therapy/counseling at no cost to family members affected by the tragedy on September 11, 2001.

ARC – AMERICAN RED CROSS

1-866-GET-INFO (866-438-4636)

www.redcross.org

ARC NATIONWIDE COMPASSION AND SUPPORT HOTLINE: Trained American Red Cross operators staff the hotline 24 hours a day, 7 days a week to provide callers with immediate access to national and community-based resources, from instant grief counseling to how the tragedies should be explained to children. According to the Red Cross, "this one phone number is the equivalent of one-stop-shopping for information and support because the Red Cross has virtually

sources of information and referral resources into one information bank." Callers to the new hotline are finding help with the following:

- Information for families still seeking missing persons
- Answers to the basic questions relating to the terrorist attacks
- Guidance regarding safety and security issues
- Instantaneous links to emergency health, mental health, or law enforcement services in the home jurisdiction of the caller
- Brief supportive counseling addressing the emotional, spiritual, and physical health concerns
- How to answer questions from children
- Referrals to more than 1,000 Red Cross chapters nationwide for follow-up through local counseling resources
- Literature through the mail and services that may assist in meeting the expressed need
- Promotion of understanding on cultural and religious differences
- How to help the relief efforts



**ARMED FORCES SERVICES
CORP. MILITARY SURVIVOR
BENEFITS**

703-379-9311
www.afsc-usa.com

Provides an estimate of survivor benefits (Social Security, VA, Survivor Benefit Plan) for each eligible family member of Army and Navy active duty, retired, and reserve deaths at the Pentagon on Sept. 11, 2001. A printout displays the benefits for the life of the surviving spouse and for children under the age of 18, or 22, as applicable. These include educational benefits from the Department of Veteran Affairs for the surviving spouse and eligible children.

**CACO – NAVY CASUALTY
ASSISTANCE CALLS
OFFICER**

800-368-3202

Naval Personnel Command CACO Coordinator. Point of contact for out of area CACO coordination and issues.

Washington Naval Yard
202-433-2607

For local Washington D.C. CACO coordination and issues.

**CAO – CASUALTY
ASSISTANCE OFFICE ARMY
LIAISON**

703-325-7990

Supports Army victims' families (military, civilian, contractor) by providing Casualty Assistance Officers to act as liaisons between the victims' families and external support agencies (Office of Secretary of Defense, Army, non-Department of Defense).

**CHAPLAIN SUPPORT AND
MINISTRY**

Military chaplains are available at local military installations. Chaplains are able to help directly with ministry needs or to refer to the appropriate religious care organizations. For the closest chaplain support, contact the Army or Air Force Casualty Affairs Officer, or the Navy Casualty Assistance Calls Officer.

COMPASSIONATE FRIENDS

877-969-0010
www.compassionatefriends.org

Assists families toward the positive resolution of grief following the death of a child of any age and also provides information to help others be supportive. It is a national, non-profit self-help support organization that offers friendship and understanding to bereaved parents, grandparents, and siblings. Services are free.

**CRIMINAL INJURIES
COMPENSATION FUND**

800-552-4007
www.vwc.state.va.us

You may qualify for compensation through the Virginia Criminal Injuries Compensation Fund (which is the payer of last resort), due to the terrorist attack on the Pentagon if you are the spouse, parent, grandparent, adult child, sibling or legal dependant of a deceased victim who paid or is liable to pay the funeral bill of a victim; Or, if you are a surviving member who suffered emotional injury due to the terrorist attack on the Pentagon (including victims and family members of victims on American Airlines Flight #77 and military and civilian personnel at the Pentagon). We will also provide free help with filing and processing your claim. Please call or email the

Crime Victims' Ombudsman if you have any questions or need help.
877-372-0127
CICFOmbudsman@VWC.state.va.us

**DIA – DEFENSE
INTELLIGENCE AGENCY
BENEFITS**

202-231-4044

If you are a family member of a Defense Intelligence Agency employee who was injured or killed on September 11, 2001, you may receive assistance in applying for benefits by contacting the Civilian Benefits In-Services Division.

**DEPARTMENT OF DEFENSE
(DOD) CIVILIAN BENEFITS
COUNSELING**

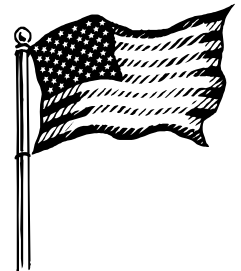
703-696-6301(key in #1)
www.opm.gov

Provides counseling to family members and survivors regarding workers' compensation benefits and Office of Personnel Management (OPM) benefits paid to survivors and beneficiaries of DOD civilians.

**DEPARTMENT OF JUSTICE
OFFICE FOR VICTIMS OF
CRIME**

800-331-0075
www.ojp.usdoj.gov/ovc/vfa

Supports victim service programs across the country and crime victim compensation programs in every state. Provides referrals for short-term counseling.



**DEPARTMENT OF STATE
CONSULAR AFFAIRS
BUREAU**

www.travel.state.gov

Information and referrals for overseas families of United States citizens killed or injured.

**DAV – DISABLED
AMERICAN VETERANS**

**202-314-5236
www.dav.org**

The DAV Disaster Relief Program is designed to aid entitled relatives of affected service members by providing immediate financial assistance through grants up to \$1,000. DAV also offers advice regarding short and long term Veteran Affairs (VA) benefits.

You may also call the VA at 800-827-1000 and ask for the DAV representative.

**FBI – FEDERAL BUREAU OF
INVESTIGATION VICTIM
WITNESS ASSISTANCE**

**202-2780-2197
202-278-2241**

**Victim Witness Assistance Program
202-278-2000**

The FBI notifies victims of their rights as a Federal Crime Victim and provides information on the FBI's criminal investigation through the Victim Notification System, if the victim chooses to be notified.



**FEEA – FEDERAL
EMPLOYEE EDUCATION
AND ASSISTANCE OFFICE**

**800-338-0755
www.FEEA.org**

The FEEA's mission is to provide emergency financial relief and educational assistance to civilian federal employees and their families. Families with unexpected financial needs related to the September 11th attack may contact FEEA for assistance. In addition, FEEA will provide and/or coordinate scholarship assistance for children who lost a civilian employee parent in the attack on the Pentagon.

**FEMA – FEDERAL
EMERGENCY MANAGEMENT
AGENCY**

**800-525-0321
www.fema.gov**

FEMA may be able to assist families who, after applying for assistance through other agencies and still have unmet needs, with financial assistance, to cover funeral costs, lost wages, counseling, loss of support, and mortgage/rental expenses. If injured, victims may be eligible for financial assistance for any uncovered or uninsured medical assistance.

**MILITARY FAMILY SUPPORT
CENTERS**

**703-602-4964
www.mfrc.calib.com (select "publications", scroll down to "Program Directories". Family Support Centers are listed by state beginning about page 30 on the "Service Edition" and about page 20 on the "State and Foreign Country Edition"**

*Army Community Service

*Fleet & Family Support

*Family Support Center

To locate the nearest Military Family Support Center for assistance with the following: Counseling and referrals, budget counseling, emergency financial assistance, child and spouse abuse treatment and prevention, family members with special needs, employment job search & resume help, military relocation information, mobilization & deployment support, and information & referral services for military and civilian agencies.

For more information about services available at military family support agencies, go to "links" and click on "MAP" (Military Assistance Program).

**MILITARY LEGAL
ASSISTANCE IN THE
NATIONAL CAPITOL
REGION**

**Army
Fort Myer, VA
703-696-0761**

**Navy
Navy Yard, Washington D.C.
202-685-5569**

Provides legal assistance support to victims and family members of victims (Military and Department of Defense Civilian and Contractors) of the Pentagon attack. Services include referrals to attorneys for pro bono probate of estates, legal advice and assistance, and drafting of legal documents in the National Capitol Region.

MILITARY LOCATORS

Air Force 800-253-9276
**Pentagon Army Locator for Civilian,
Contractors, and Army Personnel**
703-325-3732
Navy 901-874-3388
Marine Corps 703-784-3942
www.military-search.com/search/locators

Assistance in locating military members on active duty.

NADA – NATIONAL AIR DISASTER ALLIANCE AND FOUNDATION

888-444-6232
www.planesafe.org

A non-profit organization that works to support victims' families and raise the standards of safety, security, and survivability for victims of aviation related disasters. NADA works with government, industry, and social service agencies, both public and private, to achieve these goals through communication and legislation. A Family Support Team is available to respond to aviation accidents and provide support at the site, or at the homes of victims' families. Members include survivors and family members of over 80 airline related disasters

NATIONAL ASSOCIATION FOR UNIFORMED SERVICES

800-842-3451
www.naus.org
www.militarywidows.org

The National Association of Uniformed Services is a unique organization. NAUS represents all seven branches of the uniformed services; Army, Navy, Air Force, Marines, Coast Guard, Public Health Service, and the Oceanic and Atmospheric Administration. It includes and encompasses all components of the uniformed services;

Active Duty, Reserve, National Guard, Retired, and other veterans, their spouses, widows, widowers, other family members and survivors along all grades and ranks – enlisted and officers. The primary purpose of NAUS is to support a strong national defense and to promote and protect the interests and promised benefits earned by members of the uniformed services for themselves, their families, and survivors, and those of all American citizens with common interests. Along with the services provided by NAUS is The Society of Military Widows (SMW). The SMW was founded to serve the interest of women whose husbands died on active duty military service or during retirement from the Armed Forces. SMW is a non-profit organization whose purpose is to: educate the American public concerning the problems and needs of military widows; promote the social welfare of the country by actively supporting widows of career military men; and to preserve the basic truths and enduring principles on which the government of the United States is founded.

NATIONAL CENTER FOR VICTIMS OF CRIMES

800-FYI-CALL
(800-394-2255)
www.ncvc.org

Information and referral line for individuals in need of counseling and other emergency assistance. Maintains a nationwide listing of counseling providers. Caller may ask for referrals requiring no fees.

NATIONAL MILITARY FAMILY ASSOCIATION

703-931-6632
www.nmfa.org

The National Military Family Association (NMFA) is a national

organization dedicated to identifying and resolving issues of concern to military families. Their mission is to serve the families of the seven uniformed services through education, information, and advocacy. The Association has been and is dedicated to identifying and resolving issues affecting families of the Uniformed Services through research, education, legislation, and public information.

REALTORS RELIEF FUND

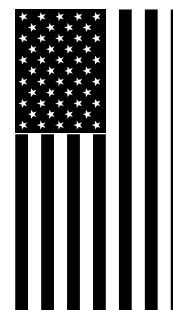
202-383-1014
www.nar.realtor.com

The National Association of Realtors established the Realtors Housing Relief Fund to help pay the mortgage and rental costs of the families affected by the terrorist attacks on September 11, 2001.

SOCIAL SECURITY BENEFITS

800-772-1213
www.ssa.gov

For information on eligibility requirements or assistance with filing a claim, the Social Security Administration is available to assist the families of the victims of the recent terrorist attacks. If you have already initiated a case and wish to discuss its progress with someone, call 703-274-0026.



THE SURVIVORS' FUND

866-994-HOPE (4637)
survivorsfund@nvfs.org

Purpose

The Community Foundation for the National Capital Region established the Survivors' Fund in the wake of the September 11 tragedy to provide long-term support for the victims and families affected by the terrorist attack at the Pentagon. Since the fund was established, more than \$10 million has been contributed to the fund from corporations, families, individuals and other organizations from around the country. The fund is not intended to make direct payments to individuals or families. Instead, the contributions will be used to provide for services and expenses. Some of the types of services that will be considered by the fund are:

1. Uninsured and non-reimbursed medical needs, therapy and home-health services related to injuries received during the attack.
2. Mental health services which are not paid for by workmen's compensation, private insurance and other sources.
3. Educational assistance for surviving children of those affected by the attack. Further details on this support will be available within the next few weeks.
4. Employment training for those unable to continue in their previous positions due to medical injury or mental health concerns.
5. General support for normal living expenses for individuals

and families whose primary and/or secondary monthly income was substantially reduced because of death or injury resulting from the attack.

Eligibility

The fund will support individuals in the following categories:

1. Surviving family members of anyone killed by the attack, including those individuals on the airplane and at the Pentagon.
2. Individuals who were physically injured during the attack and their families
3. Those suffering mental anguish from the attack, because they were present in the Pentagon at the time of the attack, normally work in the Pentagon but were not present at the time of attack, or are employed by American Airlines.
4. Rescue workers who assisted with the search, rescue and recovery efforts at the Pentagon.

To Find Out More

If you believe that you are eligible for assistance through the Survivors' Fund (given the above criteria), please contact Northern Virginia Family Services at 1-866-994-HOPE (1-866-994-4673) or (703) 533-9727. This nonprofit social service agency is the lead organization for the case management system. Please identify yourself as a Survivors' Fund family; they will ask for your contact information so a caseworker can follow-up with you. Each family will be provided with a caseworker to help with the process. In addition,

the caseworker will be able to help the family identify funds and resources, beyond the Survivors' Fund, that they may be eligible for. You may also register your name and contact information by emailing survivorsfund@nvfs.org.

Timeline

The Survivors' Fund is intended to provide for long-term needs, after the emergency relief efforts of organizations including the Red Cross, the Salvation Army, the military and others are completed. The case management system is currently being established; caseworkers will be available by 1 November 2001. It is expected that the first distributions from the fund will be made in early December 2001.

TAPS – TRAGEDY

800-959-TAPS(8277)
www.taps.org

The national peer support group for all those who have suffered the loss of a loved one in the armed forces. TAPS provides a wide range of free services that will help those grieving a loss find hope and healing, including the annual National Military Survivor Seminar and Kids Camp, national grief counseling referral services, case work assistance, crisis intervention, a website, a weekly survivor chat online, a toll free crisis and information peer support line answered 24 hours a day, 7 days a week, bereavement materials, and a quarterly journal written by and for families and sent free of charge. These services are available to all who have lost a loved one, friend, or co-worker in the armed forces.

