



## KENTON COUNTY EOP SUPPORT PLAN FAMILY ASSISTANCE CENTER PLAN

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# KENTON COUNTY FAMILY ASSISTANCE CENTER PLAN

## PURPOSE

The purpose of this plan is to provide the management framework to establish, operate, and close a Family Assistance Center (FAC) within Kenton County. An FAC is a facility established as the result of a mass casualty / fatalities incident, where a significant number of family and friends of the injured, deceased, and missing are expected to request information and assistance.

The purpose of an FAC is to accommodate the exchange of accurate, timely information between agencies involved in the response and families / friends of the victims. It will also provide support services for affected families and friends. It is designed to be flexible and scalable based upon the size, complexity, and demands of each specific incident. Components of this plan may be included, excluded, or expanded to support the specific needs of the situation.

This is a supplemental plan to the Kenton County Emergency Operations Plan (EOP) and some information that is included in the EOP may not be repeated in here. Additionally, there are some Incident Specific / Support plans that will be involved in some of the FAC operations (Mass Fatalities Plan, Mass Casualty Plan, Evacuation Plan, etc.) which may include planning information specific to that type of incident. Refer to the EOP and appropriate Incident Specific and / or Support plans for additional information.

## SITUATION AND ASSUMPTIONS

Kenton County is at risk for a major incident that could cause mass casualties, mass fatalities, and / or large-scale evacuations. The activation of an FAC may occur as a result of many different types of natural or manmade disasters.

After an incident, family and friends will immediately call or self-report to various locations seeking information. A short term Family Re-Unification Center or a Family and Friends Reception Center may need to be established immediately to give families a place to convene until an FAC is established and operational.

An FAC will be part of a larger emergency response, requiring coordination and information sharing among multiple organizations and agencies. If an FAC is required, other plans are also likely to be activated, such as the Mass Fatalities Plan. Coordination among responding agencies about family member welfare inquiries, missing persons reports and patient tracking will be necessary.

Family and friends of victims who reside outside of the impacted area may travel to the incident site and may require accommodations coordinated and / or assisted by the FAC. A number of people who live in the impacted area may also be seeking accommodations. There will be some family and friends who will not travel to the FAC, but they must also be offered the same services provided at the FAC.



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The ratio of family and friends seeking assistance from the FAC to victims is estimated to be 10 to 1.

Grieving relatives (especially those at the disaster site) may need crisis counseling by clergy and / or mental health professionals.

The funding source for FAC operations may not be known at the time the FAC is opened.

The types of services and needs provided by the FAC will change over time. Initial focus will be primarily on gathering information, providing status updates, and short-term needs like feeding and lodging. As time goes on the focus will shift to support services such as mental health counseling and legal / financial assistance. Even after the FAC closes, continuing case management may be required to address ongoing needs.

### **DIRECTION AND CONTROL**

All efforts will be managed pursuant to the National Incident Management System (NIMS). If the Kenton County Emergency Operations Center (EOC) has been activated, the FAC will operate as part of ESF 8 – Public Health and Medical Services. This may involve the following ESF-8 resource groups acting under the supervision of the ESF-8 Coordinator:

- Emergency Management
- American Red Cross
- Kentucky Community Crisis Response Board
- Coroner's Office
- Emergency Medical Services

Under the Aviation Disaster Family Assistance Act of 1996, the Rail Passenger Disaster Family Assistance Act of 2008, and the Foreign Air Carrier Family Support Act of 1997, FAC operations for certain types of transportation incidents will be the responsibility of the National Transportation Safety Board (NTSB). However, local resources will be necessary for the staffing and operation of the FAC.

The Incident Command or EOC will designate an FAC Supervisor to oversee operations at the site. A sample FAC Organization Chart is provided below. The size and scope of the incident will dictate the actual services required and number of resources necessary to provide those services.

The FAC Supervisor should establish a “Joint Family Support Operations Center” (JFSOC) to manage and coordinate FAC operations and services. The JFSOC objectives are:

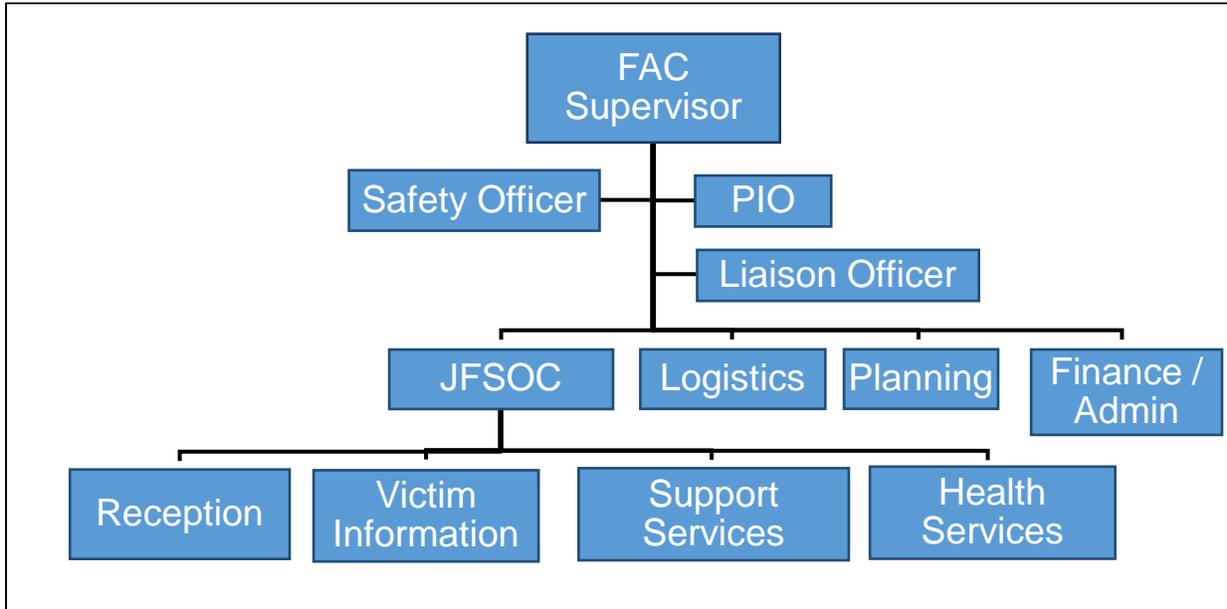
- Ensure effective communication between agencies responsible for the provision of family assistance services
- Ensure efficient delivery of services by identifying needs, gaps, and by avoiding duplication of services
- Coordinate / manage service and resource requests



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The management team should include senior representatives from all key agencies and organizations with a defined role who can make decisions and allocate or access resources. It will be grouped into 4 branches with each branch having multiple groups and / or units. Additional details about the services provided by each branch is outlined later in this document.



- **Reception Branch**
  - Registration Group
  - Family Host Group
- **Victim Information Branch**
  - Call Center Group
  - Antemortem Data Group (Family Interview Unit, Medical / Dental Records Unit, DNA Unit, and Data Management Unit)
  - Missing Persons Group (Patient Tracking Unit, Shelter Unit, and Web Search Unit)
  - Notification Group (Decedent Affairs Unit)
- **Support Services Branch**
  - Child Care Group
  - Social Services Group
  - Interpreter Group
  - Faith Services Group
- **Health Services Branch**
  - Medical Group
  - Mental Health Group



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### CONCEPT OF OPERATIONS

An FAC should be established as soon as possible following any incident where these services will be needed. This will most likely be due to a mass casualties, mass fatalities, or large-scale evacuation incident.

The FAC provides a centralized location where multi-agency coordination will result in the effective dissemination of information and assistance to all impacted family and friends. Functions of the FAC include:

- Assist family and friends of victims by providing counseling, information on the current situation, and a location where family and friends can be reached to assist in collection of missing person's data.
- Allow hospitals and shelters to report the names of their incident-related persons in order to reunite family and friends and clear the missing persons list.
- Allow the Coroner's Office to gather information for identification of deceased victims and provide death notifications to families.
- Provide an environment where family and friends may grieve in private.

FAC operations may last several days, weeks, or even months. The needs for many of the services provided by an FAC will change over time, so the organization must be flexible and adaptable. Provisions for long-term support services must be made even after the FAC closes.

Law Enforcement will provide security at the FAC. An incident specific ID card will be issued to all personnel and to family members to ensure controlled access to the FAC.

Media access to the FAC must be carefully controlled, and any media contact with survivors and family members should receive prior authorization before being allowed. Maintaining confidentiality and privacy for the families of the deceased will be a priority.

For planning purposes, anticipate 8 – 10 family members per potential victim.

#### *Initial Response – Family Reception Area*

Family and friends of potential victims will begin to arrive at the incident site almost immediately. Until an FAC is established and operational, they will need to be directed to a specific location near the incident site but far enough away to keep them from obstructing operations. Establishment of a temporary short-term "Family Reception Area" can provide a central location to direct family and friends. Staff at the temporary site should begin gathering information regarding the name(s) of potential victims and the name(s) and contact information for the family or friends.

Family and friends will expect immediate answers concerning the status of their loved ones. Staff must provide a consistent message focusing on the following points:

- It is too soon to provide reliable information regarding potential victims
- Family and friends **MUST** stay away from the incident site and allow emergency responders to do their jobs
- Once the FAC is operational they will be able to begin providing factual, reliable information



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They should also provide information on the location of the FAC and when it is expected to be operational. Once the FAC is operational, the Family Reception Area will be closed and all information gathered will be turned over to the FAC staff.

### Family Assistance Center

The purposes of the FAC are:

- Respond quickly and accurately to questions, concerns, and needs of the families and friends of victims (psychological, spiritual, medical and logistical)
- Facilitate information exchange between the many organizations involved in the response and families / friends of victims and missing persons for location / re-unification and victim identification
- Protect families from the media and curiosity seekers
- Provide a private place for families to grieve
- Provide death notifications and arrange for the release of human remains for final disposition
- Provide information, resources, and referrals for long term needs of victims and their families / friends.

### Sites And Facilities

Site selection must consider many factors depending on the specific needs of the incident. A detailed description of site selection factors is contained in Appendix 1, but the most basic and general factors include the following:

- **Incident Characteristics** – There may be specifics of the incident that will determine site selection that will only be recognized at the time of the incident.
- **Availability** – Both immediate availability and flexible long-term availability are needed.
- **Location** – Close enough to the site to allow the C/ME and others to travel easily between the incident site, morgue and FAC, but far enough from the site that families are not continually exposed to the scene. Additional location considerations are accessibility and parking.
- **Adequate Size** – *The FAC facility size should not be underestimated.* Enough floor space is needed to conduct the many FAC functions, and sufficient space for expanding the operation as family needs evolve is required. Anticipate 8 to 10 family members per potential victim, and don't forget to include enough space for staff needs. The floor plan must also be capable of providing separate spaces for the many operations.
- **Accessibility** – Easily accessible for victims' families and friends and for staff and volunteers (or plan to provide transportation).
- **Needs of Participating Agencies** – Different service teams may have different needs regarding their space. The Team Leaders will need to communicate with the FAC Logistics Officer regarding specific team needs for furniture, equipment and supplies.



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- **Need for Overnight Facilities** – If the incident is not a local event, access to overnight facilities for families and friends will be critical.
- **Need for Transportation Services** – If location is difficult to access by public transportation and / or there are parking limitations, transportation services will be necessary.

A sample floor plan layout for an FAC is included in Appendix 2.

If possible, the use of pre-designated sites is preferred. Kenton County HSEM has designated the following sites as potential FAC facilities:

- Lakeside Christian Church – 195 Buttermilk Pike, Lakeside Park
- Receptions Banquet Center – 1379 Donaldson Hwy, Erlanger
- Northern Kentucky Convention Center – 1 West Rivercenter, Covington
- Marriott Rivercenter – 10 West Rivercenter Blvd., Covington
- Radisson Hotel – 668 West 5th Street, Covington
- Embassy Suites – 10 East Rivercenter Blvd., Covington
- Holiday Inn (Cov) – 600 West 3rd Street, Covington
- ADDITIONAL LOCATIONS TBA

### Family Briefings

Families and friends will have a strong need to receive a continuous flow of information and to understand what happened to their loved ones. The FAC will conduct Family Briefings on a regularly scheduled basis to meet this need. The frequency of the briefings will depend on many incident-specific factors, but generally should occur at least twice a day initially.

These briefings will be conducted in a large group setting and may also be broadcast to families and friends using on-line meeting programs such as Zoom. No members of the media or legal representatives of families and friends should be allowed to attend the briefings.

The purpose of the Family Briefing is to provide information to all families (including those that are not physically present at the FAC) on the progress of rescue and recovery efforts, identification of victims, the investigation, and other areas of concern. In general, information should always be provided to families before releasing it to the general media.

The Deputy PIO assigned to the FAC should lead the briefings, and the FAC Supervisor should also attend them to help answer questions. Key points for Family Briefings are:

- Provide up-to-date information regarding the progress of the response effort to families, particularly on progress of locating and / or identifying victims
- Emphasize that the FAC is the best source of current and accurate information for families at each briefing
- Present information in terms family members can understand



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- Repeat information frequently during the briefing to accommodate families at various levels of receptiveness in the grieving process
- Plan for question and answer sessions after each briefing (If a question cannot be answered, get the answer by the next briefing.)

The FAC Supervisor should attend all briefings and make themselves available after each briefing to meet with families one-on-one at a designated area in the family briefing room, spending as much time as needed to address their concerns.

In order to maintain consistent contact with families, it is important to conduct the briefings regardless of whether or not any additional information is available.

During the Family Briefings, it is recommended to bring in subject matter experts as needed to discuss various aspects of the response. It is also advisable to have rescue workers (selected via the Joint Information Center) and officials visit the families so that they can thank the workers for their efforts and support. When this occurs will depend on the nature of the incident.

Transcripts of Family Briefing notes (translated as needed), resource and services information, and other pertinent handouts should be available for pick-up in the briefing room to help families keep track of the difficult and overwhelming information they are receiving. In the aftermath of a mass fatality, families are often in shock and may not be able to accurately recall what was said to them. Not having access to accurate information can be very distressing.

### *FAC Functions And Organization*

All operations at the FAC will be overseen by the Joint Family Support Operations Center (JFSOC) which includes management representatives from all key agencies with a defined support or services role at the FAC. Functions of the JFSOC include:

- Continuously monitors events, reactions, and needs of families
- Establishes a process for receiving, acting on, and disseminating information
- Sets priorities
- Receives / summarizes / disseminates daily status reports
- Directs resources and services
- Vets agency participation
- Ensures victim privacy
- Sets the agendas for family briefings

The JFSOC also plans for the transition from the FAC to remote and long-term victim / family specific services and future provision of contact and information from the investigative agency. This transition occurs once victims have been identified and families return home to plan funerals / burials and continue in their process of grief and recovery.

The following items describe the basic organization, functions, and needs of the various branches within the FAC to provide the described services. The establishment and utilization of the various branches, groups, and units will vary depending on the



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nature, size, and scope of the incident. The FAC Supervisor and JFSOC may need to change the organizational structure as the incident progresses in order to meet the needs of the families and friends.

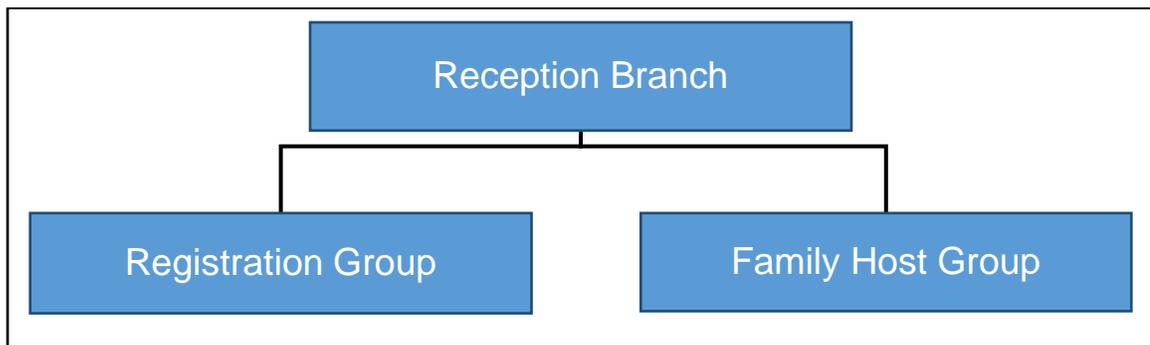
### Reception Branch Functions

The Reception Branch is responsible for greeting families and friends, registering them into the FAC, and helping them locate the services that are available. They are also responsible for assisting the security staff with keeping the media, curiosity seekers, etc. out of the FAC.

The Reception Branch will set up a “Reception and Information Desk” at the entrance to the FAC. The purpose of this desk is to welcome and check-in / check-out families and visitors to the FAC, to ensure FAC security, to assess the immediate needs of family members, and to assist families in accessing services. It will be the families and friends first point of contact and plays a critical role in setting the tone of the FAC experience. It is also an important security checkpoint to prevent unauthorized access. The Reception and Information Desk Team includes registration staff working at the desk, family host escorts, and security personnel.

The Reception Branch will consist of the Registration Group and the Family Host Group. Many of these positions can be staffed by qualified volunteers if they are available. Registration staff and Family Host escorts should receive an orientation briefing that includes training on:

- Awareness of and appropriately responding to family grief
- Importance of confidentiality
- Continual support of families while in the FAC
- List of services available at the FAC
- Tour of the FAC



### **Registration Group**

Registration should be set up at the entrance to the FAC. In order to maintain an accurate listing of users / clients / family members, this should be the only entry / exit point for the FAC. All other entry / exit points should be secured and prohibited from use except in the event of an emergency. Clipboards or tables / chairs should be available for people to use when filling out paperwork.



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There must be at least one registration worker and one security person staffing the registration desk at all times, but this number will vary based on the activity levels. This is not only to prevent unauthorized access but also to protect sensitive documents that may be at the registration desk.

If someone arrives at the FAC and is not looking for a family member or friend, they should be refused entry and security should be notified immediately.

All family and friends must sign in and sign out every time they come to the FAC, and will be issued a security badge which will be turned back in when they leave. The security badge will be color-coded to easily distinguish between FAC guests and staff. They must provide a government issued photo ID upon entry to verify the identity of all visitors. If possible, Law Enforcement should be on hand to verify all identification and issue each person a security badge.

In the event that a family member does not have government issued identification (minor children, undocumented persons, identification not available, etc.), the registration staff and Law Enforcement personnel should take reasonable steps to ensure the identity of the individual.

If this is the family member's first visit to the FAC they must complete a Family / Friend Registration Form. (See *Appendix 3 – Sample Registration Form*)

### **Family Host Group**

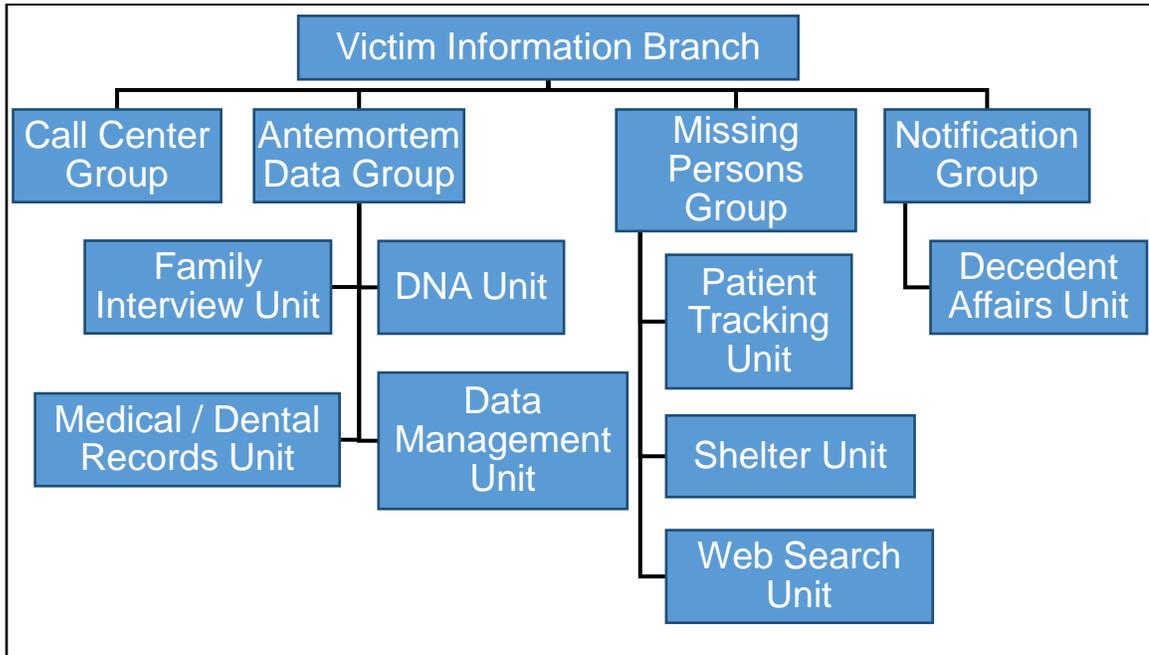
The Family Host Unit will provide staff members that will be assigned to greet registrants, assist them with the FAC process, and provide them with information on the services available at the FAC. They should lead a tour of the facility (if possible), and assist them with any immediate needs.

### Victim Information Branch Functions

The Victim Information Branch is responsible for collecting information from a variety of sources to help locate missing persons and identify potential victims. It will consist of a Call Center Group, Antemortem Data Group, Missing Person Group, and Notification Group.

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### **Call Center Group**

A Call Center will be established at the FAC (unless a different location is preferred by IC or EOC) to aid in the collection and dissemination of information regarding missing persons and possible victims. Family and friends will be seeking information about the status of loved ones before they will seek any type of disaster services (such as grief counseling or spiritual services).

In addition to traditional phone operations, the Call Center should also be able to utilize email and social media communications. An email address should be established specifically for the Call Center, as well as the establishment of necessary social media pages or accounts.

Staff at the call center will receive requests for information from the public and provide answers based on pre-scripted messages. They will also help collect relevant missing persons and antemortem data that may assist with identification and location of victims, and forward that information to the Missing Person Group, the Antemortem Data Group, or other group as appropriate.

The Call Center will also be receiving requests for information from interested volunteers, persons wishing to make donations, and the media. Call center staff must be trained in screening these calls and routing the information and / or requests to the appropriate agencies.

### **Antemortem Data Group**

The purpose of antemortem data collection is to collect vital information to assist in positive identification of victims. Antemortem data may include a victim’s physical description, a description of their clothing and jewelry, unique



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characteristics (tattoos, scars, birthmarks, etc.), and records such as medical, dental, and fingerprint.

The Antemortem Data Group will consist of 4 units; Family Interview, Medical / Dental Records, DNA, and Data Management.

### Family Interview Unit

The Family Interview Unit will conduct initial interviews with families and friends to begin collecting basic data about missing persons and potential victims.

### Medical / Dental Records Unit

The Medical / Dental Records Unit will make formal requests from doctors and dentists for appropriate records to assist in identification.

### DNA Unit

The DNA Unit will collect comparison DNA samples from families.

### Data Management Unit

The Data Management Unit will be in charge of the collection, assembly, and collation of all antemortem data collected.

## **Missing Persons Group**

The Missing Persons Group will collect and process information regarding missing persons for the following purposes:

- Locate missing persons who are alive and arrange for re-unification
- Allow the Coroner's Office to remove potential victims from their list after they have been found alive
- Locate relatives of potential victims for information that may assist in victim identification and possible DNA samples

The Missing Person Group will consist of 3 units: Patient Tracking, Shelter, and Web Search.

### Patient Tracking Unit

The Patient Tracking Unit will collect information from hospitals and medical services involved in the incident.

### Shelter Unit

The Shelter Unit will collect information from evacuation shelters and mass care facilities involved in the incident.

### Web Search Unit

The Web Search Unit will collect information from websites and social media sites to try and locate missing persons.



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### **Notification Group**

The Notification Group is responsible for advising families and friends when a missing person is located, including death notifications once remains have been identified.

When the Missing Person Group has located someone, they will transfer all the necessary information to the Notification Group who will then meet with the families and friends to let them know details. Instructions will be provided on the re-unification process.

The Coroner's Office will transfer all necessary information to the Notification Group and it will be verified before notifications are made. They shall act as agents of the Coroner and be responsible for the official notification of death for the Coroner.

#### *Decedent Affairs Unit*

Once the appropriate Death Notifications have been made, the Decedent Affairs Unit (which operates under the directions and control of the Notification Group) will document the next of kin wishes, including decisions about future notifications, re-association if needed, funeral arrangements, etc. They will forward the necessary instructions to the Incident Morgue's Final Holding Station in accordance with next of kin wishes for preparation for release of identified human remains and associated personal effects.

The Notification Group will release the names of decedents to the EOC and JIC, but will always make sure that next of kin have been notified first.

It may be necessary or desirable for death notification teams to go to a family's home or other off-site location rather than require families to come to the FAC. Appropriate transportation will need to be available for these situations.

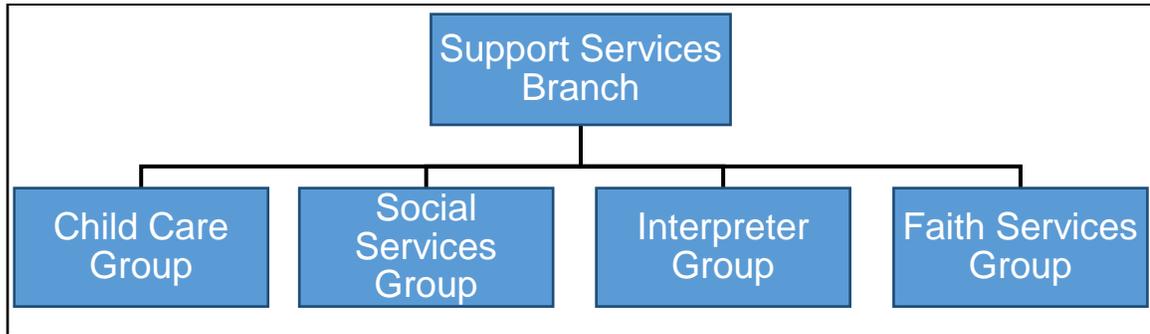
### **Support Services Branch Functions**

The Support Services Branch is responsible for assisting families and friends with services that may be needed to help them through the processes involved in this type of incident. Examples include interpreter / translation, child care, legal assistance, financial assistance, etc.

This branch will consist of the Child Care Group, Social Services Group, and Interpreter Group.

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### **Child Care Group**

The purpose of the Child Care group is to provide a safe and secure environment for the children of families and friends during main FAC operating hours. The primary goal is to establish a friendly and healthy setting for short-term care while providing some respite for parents as they deal with a very difficult, challenging situation. Additionally, unaccompanied children may show up at the FAC looking for their families and will require additional services to facilitate re-unification.

Child Care services should provide:

- Appropriate activities and caring support for children
- Structure, comfort and acknowledgement to minimize the impact of traumatic stress and to meet children’s unique needs.
- Information and referral for families who need more extensive child care after FAC hours.

### **Social Services Group**

Following a large-scale event, family assistance typically involves a range of services provided by local, state, and federal agencies as well as nonprofit and private organizations. The Social Services Group is responsible for assisting families and friends with researching, accessing, and providing referrals for these services. In some cases, providers of these services may establish their own operations at the FAC.

The specific services needed will depend on the nature of the incident and on the victim population. Services providing assistance with mental and emotional well-being will be provided by the Behavioral Health Group under the Health Services Branch.

Examples of these services include, but are not limited to:

- Financial Planning and Assistance
- Benefits Counseling and Assistance
- Legal Assistance
- Physical Health Services
- US Department of Justice - Office of Victims of Crime



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- State Victim Assistance and Compensation Programs
- US Department of State Services
- US Department of Veterans Affairs Services
- US Federal Bureau of Investigation Victim Witness Assistance Program
- FEMA Services

### **Interpreter Group**

The Interpreter Group is responsible for providing interpretation and translation services for families and friends utilizing the FAC. This includes verbal services as well as adaptation of both electronic and printed materials used or produced by the FAC. It may also include the translation of medical and dental records from other countries.

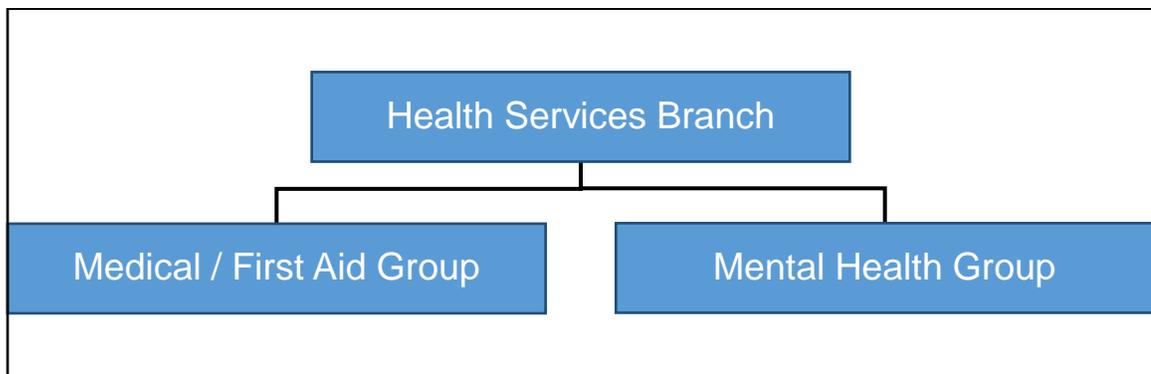
### **Spiritual Care Group**

The Spiritual Care Unit will provide inter-denominational pastoral counseling and spiritual care for people of all faiths. This includes conducting religious services and providing worship opportunities for those who request them. Spiritual Care team members may be requested to assist the Mental Health Unit and / or serve as a member of Death Notification teams.

### Health Services Branch Functions

The Health Services Branch is responsible for assisting families and friends with medical and first aid services, and with mental health services that may be needed in this type of incident.

This branch will consist of the Medical Group and Mental Health Group.



### **Medical Group**

The Medical Group will establish First Aid and medical care services for those utilizing the FAC. This includes assisting with the special medical needs of families and friends, such as arranging necessary treatments or medications. Depending on the size and scope of operations, this group may also function as the Medical Group for staff needs (generally a part of Logistics).



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### **Mental Health Group**

The purpose of the Mental Health Group is to assist family members (and FAC staff and volunteers) in understanding and managing the full range of grief reactions. Members should be accessible during all FAC hours, particularly during large group meetings and events.

They will provide Psychological First Aid, crisis intervention, mediation, and management of “at risk” family members, including child and adolescent counseling.

They will provide referrals, as requested, to mental health professionals and support groups that are in the family member’s local area. It is common that this service will be required for a long time after the incident for many people, so local referrals will be necessary after the FAC closes.

They will also be responsible for providing Psychological First Aid and grief process educational materials for the FAC.

### **Support Ideas And Activities**

Many families involved in past incidents have identified a variety of additional ideas and activities as valued support in addition to the many services available at the FAC.

One of the most common support functions is the planning of a Memorial Service. Families and friends should determine if the service will be limited to family and friends, will include responders, or even include the public and media. The length of time between the incident and a Memorial Service will vary, but they have been shown to be an important milestone in the grieving process.

Additional examples include:

- A Memorial Table where families can place mementos, photos, and letters honoring their loved ones.
- Graphics specialists can create a “Heroes Board” that is displayed at the front of the family briefing room. This display is lined with laminated photographs and biographies of victims, and new biographies were added daily as they were printed in the paper. The biographies provided a more personal description of the victims than a standard obituary.
- A number of family members have a need to know where their loved ones were located and how the incident site changes during the response and recovery efforts. Graphic displays, diagrams, maps, charts, etc. can be created and displayed in the FAC to help families and friends understand and process the information they are receiving. These charts and diagrams have proven to be a powerful and valuable tool to communicate and explain information.
- Some families and friends benefit from seeing the incident site in person. Arranging an Incident Site Visit can be helpful to the mental and emotional healing of these people. Site visits must not interfere with response, recovery, or investigation operations and appropriate mental health staff should always accompany them.



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- Many families and friends are interested in meeting and / or connecting with other families experiencing similar losses. Allowing them to gather and meet in a less formal and unsupervised atmosphere aids in their opportunities to share information, develop relationships, and form support groups. This may be done in the Family Briefing room when it is not in use, or may be a separate location in the FAC.
- Many families and friends have requested remnants from the incident site as keepsakes and reminders of where their loved ones had perished. FAC staff can assist in obtaining, packaging, and distributing these remnants for them. Care must be taken that the remnants have been screened for human remains and hazardous materials, and this must be stressed to the families.

Assistance in scheduling, planning, and conducting these types of activities should be considered by the FAC.

### Public Information

In a significant incident involving mass casualties, mass fatalities, and / or mass evacuations, it is extremely important that a balance be achieved between the rights of the media, the rights of family members, and the incident operations. In order to achieve this balance, ESF 15 – Public Information should provide the media with timely updates of information, but access to family members should only be allowed if a family requests and / or agrees to a meeting with the media.

The FAC Supervisor will provide ESF 15 - Public Information with a minimum of one daily update on operations for public release to the media. Additional updates may be necessary depending on the level of activity and public interest. The FAC Supervisor may also designate an FAC PIO to work in conjunction with the Incident PIO and / or JIC to provide updates for public release.

It is important that family and friends are notified or made aware of information prior to it being made public.

## REFERENCES

- Santa Clara County Public Health Department Advanced Practice Center (APC) “Managing Mass Fatalities: A Toolkit For Planning”
- District Of Columbia “Family Assistance Center Plan”
- Knox County Ohio Emergency Operations Plan “Annex T – Family Assistance Center”
- Purdue University “Family Assistance Center Plan”



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### **APPENDIX 1 – FAC SITE SELECTION REQUIREMENTS**

The following items should be used a guide to selecting an appropriate site for a Family Assistance Center. These factors can be considered when selecting a site at the time of an incident or to screen possible pre-designated sites.

#### **Security Requirements**

Access to the FAC must be controlled so that families and friends of the victims have privacy and are not overwhelmed by the press, photographers, and the public. The site should be evaluated to determine the ease and ability to provide both internal and external security, as well as traffic control.

It is recommended to have a law enforcement representative on the FAC site selection team to assess potential security issues when the site is being selected.

#### **Basic Infrastructure Needs**

Potential facilities must be evaluated to determine their infrastructure capabilities and capacities. Base the minimum capacity requirements on the expectation of 8-10 family members for each potential victim, plus the FAC staffing requirements.

- Electrical Power
- Land Line Telephones and Cellular Telephone Reception
- Internet Service
- Controlled Heat / Air Conditioning (depending on climate)
- Hot and Cold Running Water
- Multiple Rest Rooms (allowing for separate areas for families and staff)
- Sanitation and Sewage
- Food Service Capability
- Adequate Parking
- Accommodations for Disabled Family Members / Staff
- Visual Screening (from view of the media).

#### **Space and Floor Plan Requirements**

The floor plan must accommodate simultaneous and effective performance of many services for the families and friends of victims. The space must be large enough to accommodate all needed services.

##### *Separate Entrances for Staff and for Families*

The entrance for families should allow protection of family privacy and be away from media access.

The separate entrance for staff is important so that staff can check-in, be briefed, and receive their assignments before they interact with families.



## KENTON COUNTY EOP SUPPORT PLAN

# FAMILY ASSISTANCE CENTER PLAN

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### Reception and Information Desk

The reception and information desk area serves as a gatekeeper for the FAC to ensure that only family members and friends of possible victims and invited guests come into the FAC. Staff will greet families, gather basic information, provide information on FAC services, and provide instructions for signing in and out of the FAC. Desks / tables with chairs, phones, and a system for creating photo ID badges for family members and friends will be needed.

### Large General Assembly Room with Public Address System (Family Briefing Area)

This room will need to be large enough to accommodate all families and friends (8-10 per potential victim) for the family briefings. It must be able to accommodate a conference call telephone and / or on-line meeting (Zoom or similar) equipment that enables families away from the FAC to participate in the family briefings. Conference calls should be established using a toll-free number and facilitate translation services, including sign language, as needed.

In the family briefing room, you may want to consider:

- Signs requesting attendees to turn off pagers and cellular phones during the family briefings to prevent interruptions and help keep the focus on the families.
- Displays with newspaper biographical articles about each victim, obituaries as they appear in the paper, family information needs (diagram of FAC layout, information on available services, meeting notes from family briefings, etc.).
- A long memorial table(s) where families can place photos and other remembrance items.
- Tables (on the opposite side of the room) with donated gifts, cards and letters of condolence from people and agencies.
- A question and comment box for families to express their needs and make recommendations to the FAC staff. (Every comment and question should receive a response.)
- Tissue boxes on tables where families enter and exit the room.

### Reflection Room

This is space for families and friends to quietly reflect, meditate, pray, seek spiritual guidance, and observe religious practices. The reflection room must be designed and furnished to respect diverse cultures and beliefs.

### Interview Rooms for Antemortem Data Collection / Death Notifications

These rooms are used to collect antemortem information for identification and for death notifications. They must be quiet and private because these meetings are often emotionally charged and long. One or more of these rooms should be large to accommodate large families and a death notification team.

Suggested Number of Interview Rooms:

- 6 rooms if estimation of decedents and injured is < 100.
- 12 rooms if estimation of decedents and injured is 101 to 200.
- 15 rooms if estimation of decedents and injured is > 201.

If hotel rooms are used, replace the bedroom furniture with couches and chairs.



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### Counseling / Spiritual Care / Emotional Support Rooms

Several rooms should be available to provide a private space where families can receive counseling and emotional support from clergy, mental health professionals and grief counselors. These rooms can also be used for family members to spend time together and to use telephones to contact other relatives and friends.

Suggested Number of Rooms for Counseling / Emotional Support:

- < 100 fatalities: 3-5 rooms
- 101-200 fatalities: 10-12 rooms
- > 200 fatalities: 15-25 rooms

If hotel rooms are used, replace the bedroom furniture with couches and chairs.

### Medical Aid Station

Family members and friends of victims may require medical attention. Space should be provided for this service. An ambulance may need to be on standby to transport patients to area hospitals if necessary. This area may be very busy during the first few days.

### Call Center

Requirements for the call center are:

- Quiet area where access can be controlled that is separated from primary FAC activity.
- Dedicated phone lines (using toll-free numbers). Telephone contract support services should be established and services should include the capacity to roll calls over and expand telephone lines during peak hours, ability to monitor calls, and the capability to produce reports of call activity.
- The typical Call Center layout is classroom style with 1 long table in the front of the room for informational materials pertinent to the operation.

### Child Care Center

A child care center is recommended to provide an area for children to be cared for during families' lengthy, emotionally challenging stays at the FAC (Consult local licensing requirements for child care centers). Suggested requirements are:

- Secluded area of the facility away from high traffic areas
- Controlled entrance / exit
- Easily accessible bathroom facilities
- Running hot and cold water
- Area for diaper changing
- Trash storage
- Sufficient space to allow children's play and movement, but limit running opportunities
- Telephone
- Secondary space should be available to support overflow, separate ages (infants, pre-K / Kindergarten aged, elementary aged, and middle school aged children), and allow for nap time



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Required safety features in the child care area include:

- Ground level (if possible)
- Protection for children against sharp corners
- Covered electrical outlets
- Controlled hot water temperature to prevent scalding
- Toys that are age appropriate
- Elimination of choking hazards
- Evacuation directions (parents have responsibility re: evacuation—designate a central meeting point outside)

### Command and Control Center and Administrative Offices

An operations center is necessary to allow the different service groups and organizations to meet. This requires at least one large meeting room for daily meetings, briefings at the beginning of each shift, debriefings at the end of each shift, and team trainings.

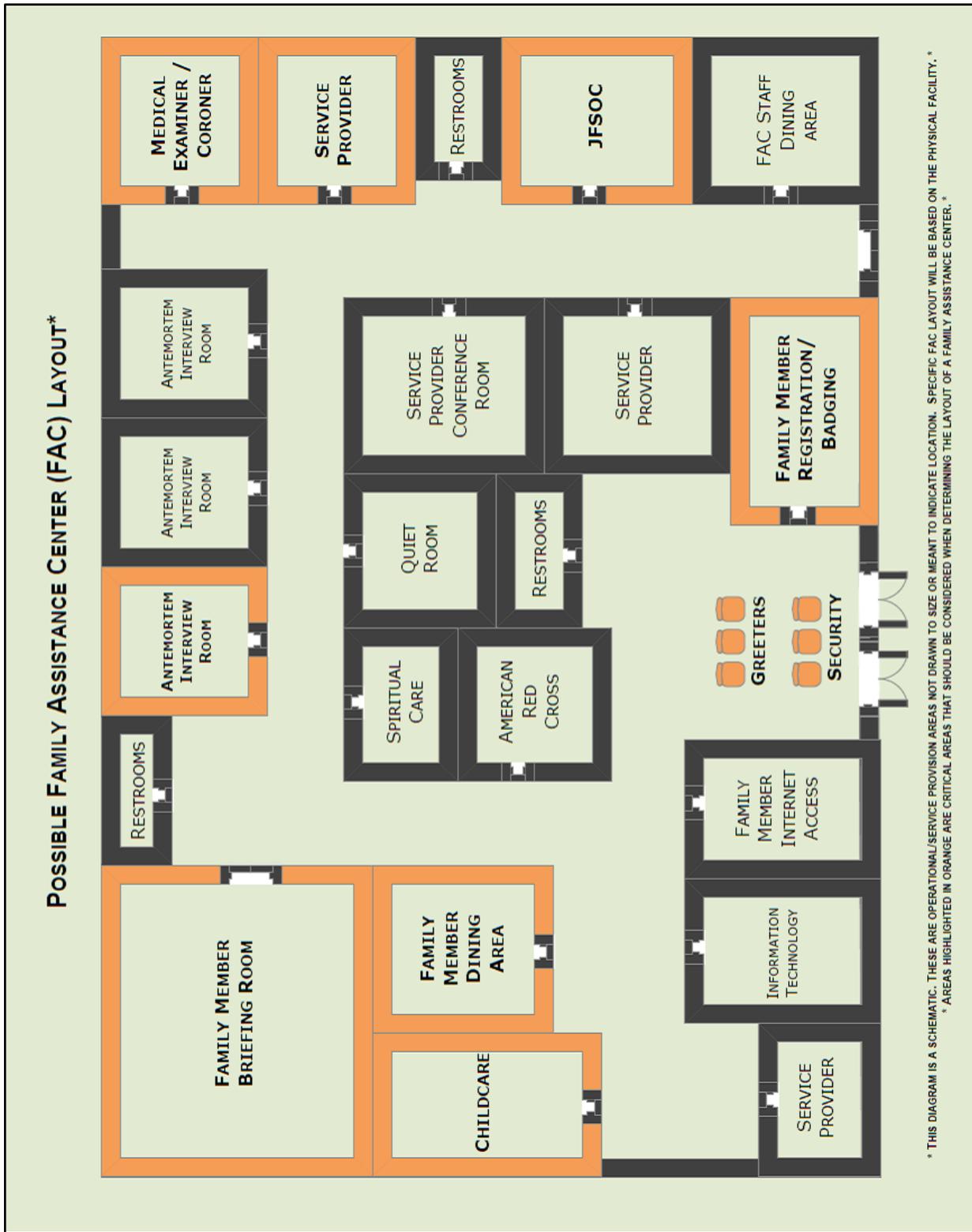
In addition, administrative offices should be available for:

- All FAC leadership and support staff
- Tech support
- Data entry
- The different teams operating at the FAC, including mental health professionals, clergy, and medical examiners
- Key organizations including the KCCRB, American Red Cross, and Salvation Army

Since these administrative offices will hold files and confidential information generated by the FAC, they must be kept secure.

# KENTON COUNTY EOP SUPPORT PLAN FAMILY ASSISTANCE CENTER PLAN

## APPENDIX 2 – SAMPLE FAC FLOOR PLAN LAYOUT





**KENTON COUNTY EOP SUPPORT PLAN  
FAMILY ASSISTANCE CENTER PLAN**

**APPENDIX 3 – SAMPLE FAMILY / FRIEND REGISTRATION  
FORM**

*Use this form if no electronic / database registration system is available*

For Multiple Disaster Victims of the Same Family, Use Additional Forms and Cross Reference with Victims Name at Bottom of this Page

**Family Member / Friend Information**

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_

Relationship to Victim: \_\_\_\_\_

Permanent Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: (\_\_\_\_) \_\_\_\_ - \_\_\_\_\_ Cell Phone: (\_\_\_\_) \_\_\_\_ - \_\_\_\_\_

Email: \_\_\_\_\_

Photo ID Verification Used (Type / # / State / County):

\_\_\_\_\_

Medications / Medical Needs?  Yes  No

If Yes, Indicate Medication Needs: \_\_\_\_\_

Physician's Name: \_\_\_\_\_

Physician's Phone Number: (\_\_\_\_) \_\_\_\_ - \_\_\_\_\_

Next of Kin to Disaster Victim?  Yes  No

If No, Provide Name of Next of Kin (if known): \_\_\_\_\_

Additional Notes:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Disaster Victim Information**

Last Name: \_\_\_\_\_ First Name: \_\_\_\_\_ MI: \_\_\_\_



## KENTON COUNTY EOP SUPPORT PLAN FAMILY ASSISTANCE CENTER PLAN

### APPENDIX 4 – FAC RESOURCE AND CAPABILITIES LIST

#### American Red Cross (Nathan MocCabee 513-579-3972 or Carl Biery 513-313-4631)

The American Red Cross Disaster Services functions and activities that may be available include:

- Assistance in setting up the FAC and in escorting family members to the site
- Administration – coordinate and ensure appropriate performance of the Red Cross functions, including effective communication with other agencies, ARC headquarters, daily activity reports, staffing, equipment and supply requests
- Immediate Emergency Assistance To Families – provide money for travel and transportation, food, clothing, shelter, and funeral costs
- Hotline to provide immediate access to national and community-based resources, ranging from grief counseling to how to answer questions from children related to the tragedy
- Disaster Mental Health Services
- Spiritual Care Services
- Child Care Services
- Interpretation and Translation Services
- Supervision and management of staff and family dining areas
- Provide food for staff and volunteers
- Public Affairs – provide appropriate information to the media outside the FAC and work with mental health services to prepare family members who wish to address the media
- Logistics – support the physical management of ARC activity at the FAC; act as a liaison with the FAC Logistics Officer and/or facility landlord to address facility requirements and daily supply needs
- Coordination of therapy dogs
- Family Gift Program – a cash grant program to assist with living expenses for up to one year while long-term recovery issues are being addressed

#### Salvation Army (Robert Klenk 513-609-3254) **Need list of services available**

Kenton County Coroner's Office (Amber Constantino 859-743-4675) – Assistance with services that are associated with Mass Fatalities incidents

Kentucky State Medical Examiner's Office (502-564-4545) – Assistance with services that are associated with Mass Fatalities incidents

Kentucky Community Crisis Response Board (Hotline 888-522-7228) – Mental health and CISM services

#### **CHILD CARE SERVICES ??????**

Lakeside Christian Church (Matt Westwood 859-512-5428) 195 Buttermilk Pike, Lakeside Park – Location for Re-Unification services (Currently used by Kenton



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County Schools, Beechwood Schools, Ludlow Schools, and several schools in the Covington Diocese)

**Receptions Banquet Center** (Mike Shelton 859-746-2700) 1379 Donaldson Highway, Erlanger – Location for Re-Unification services (Currently used by Erlanger-Elsmere Schools)

Has about 17,500 sq. ft. of meeting room space

**Northern Kentucky Convention Center** (Gretchen Landrum 859-261-1500) **????? – Possible FAC site – will need agreements**

- 1 West Rivercenter Blvd.

Has about 46,200 sq. ft. of meeting room space in first floor event center. The third floor has a 17,500 sq. ft. ballroom, a 400 seat auditorium, and 10 meeting room that are 1,276 sq. ft. each. These meeting rooms can be grouped in sets of 2 or 3 as needed.

**HOTELS** **????? – Possible FAC sites – will need agreements**

- Marriott Rivercenter 10 West Rivercenter Blvd. 859-261-2900  
Has about 11,900 sq. ft. of meeting room space
- Radisson (Cov) 668 West 5th Street 859-777-0008 859-292-1070  
Has about 12,000 sq. ft. of meeting room space
- Embassy Suites 10 East Rivercenter Blvd. 859-261-8400  
Has about 4,700 sq. ft. of meeting room space
- Holiday Inn (Cov) 600 West 3rd Street 859-261-4300  
Has about 1,800 sq. ft. of meeting room space

**Transit Authority Of Northern Kentucky** (Andrew Aiello 859-802-5166) – Assist with transportation services

**Cincinnati Bell** (Roger Werth 513-608-7302) – **Call Center Support** **?????**

**Kenton County IT Department** (Jessica Ramsey 513-304-4059) – Call Center support, data collection services, social media services

**INTERPRETER / TRANSLATION SERVICES** **?????** (Language Line ?)

**Social Services Resources** (Legal assistance, Financial assistance, etc.)

- US Department of Justice Office for Victims of Crime (1-800-851-3420) – Can provide assistance for a mass fatality that is related to a criminal act
  - Provides a representative to the family assistance management team to coordinate with other members on DOJ-related issues.
  - Provides information to victims' family members, on-site and off-site, as required under the Victims of Crime Act of 1984, the Victim and Witness Protection Act of 1982 as amended, other relevant statutes, and the 1995 Attorney General Guidelines for Victim Assistance.
  - Assists the FAC with additional trained and experienced crisis counselors through the Office for Victims of Crimes Community Response Program.



## KENTON COUNTY EOP SUPPORT PLAN

### FAMILY ASSISTANCE CENTER PLAN

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- Provides updates to victims’ family members on the progress of the criminal investigation.
- Kentucky Justice And Public Safety Cabinet (502-564-8218) – Can provide VOCA (Victims Of Crime Act) grants and financial assistance for a mass fatality that is related to a criminal act
- US Department of State (202-647-6575) – Can assist with foreign victims and families
  - Official notification of foreign governments that have citizens involved in the mass fatality.
  - Assistance with notifying and obtaining antemortem information from families of victims living in other countries.
  - Maintenance of daily contact with foreign families that do not travel to the United States.
  - Assistance with entry into the United States and to extend or grant visas for families of foreign victims.
  - Assistance in the effort to provide the ME/C with the necessary information on foreign victims to complete death certificates.
  - Facilitation of necessary consulate and customs services for the return of remains and personal effects to the victim’s country. US Department of Veterans Affairs Services
- US Department of Veterans Affairs (Cincinnati Office – 513-684-2663) – Can provide assistance to victims and families of military veterans
- US FBI Victim Assistance Program (Louisville FBI Office – 502-263-6000) – Can provide services if the FBI is involved in the investigation of the incident
  - Notifies victims of their rights as a Federal crime victim.
  - Provides information on the FBI’s criminal investigation through a victim notification system, if the victim chooses to be notified
- Federal Emergency Management Agency (FEMA) – Provides disaster assistance and support to victims of a Presidentially declared disaster
  - Helps families apply for assistance through other agencies.
  - Offers limited assistance in the areas of crisis counseling, mortgage and rental assistance, and unpaid funeral expenses.
  - Helps with financial assistance to cover lost wages, loss of support, and uncovered or uninsured medical treatment.
- US Social Security Administration (1-800-772-1213)
  - Provides families with information on eligibility requirements for survivor benefits.
  - Helps families file claims for earned Social Security, disability benefits , and disbursed death benefits without a death certificate.
- Kentucky Claims Commission (502-782-8255) – Oversees the “Crime Victims Compensation Fund” in Kentucky