Attachment B-1: Friends and Relatives Center (FRC) Staff Checklists

Table of Contents

[FRC DIRECTOR 2](#_Toc111120882)

[SAFETY OFFICER 5](#_Toc111120883)

[LIAISON OFFICER 7](#_Toc111120884)

[FRC PUBLIC INFORMATION OFFICER 9](#_Toc111120885)

[OPERATIONS SECTION CHIEF 12](#_Toc111120886)

[RECEPTION BRANCH DIRECTOR 14](#_Toc111120887)

[SERVICES BRANCH DIRECTOR 15](#_Toc111120888)

[INFORMATION BRANCH DIRECTOR 17](#_Toc111120889)

[SECURITY BRANCH DIRECTOR 18](#_Toc111120890)

[LOGISTICS SECTION CHIEF 21](#_Toc111120891)

[RESOURCES BRANCH DIRECTOR 23](#_Toc111120892)

[ORDERING BRANCH DIRECTOR 25](#_Toc111120893)

[PLANNING SECTION CHIEF 27](#_Toc111120894)

[DOCUMENTATION UNIT LEADER 29](#_Toc111120895)

[FAC TRANSITION LEADER 31](#_Toc111120896)

**Figure 1: FRC Organization Structure**

# FRC DIRECTOR

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| **Mission**: The mission of the Friends and Relatives Center (FRC) Director is to provide overall direction to the activation, operation, and demobilization of the FRC. This includes developing and implementing strategic goals and objectives, approving and releasing resources, and performing any functions not assigned or delegated. |
| PRE-ACTIVATION |
| [ ]  Obtain a full briefing of the incident from the incident commander (IC) and/or emergency operations center (EOC).[ ]  Coordinate with the lead staffing agency of the FRC to review the activation sequence for the FRC.[ ]  Coordinate with the EOC to determine staffing requirements for the FRC.[ ]  Ensure that command staff have a clear understanding of the incident objectives, their role, and the flow of operations.[ ]  Working with the FRC Command Staff and/Logistics Section personnel, develop the physical layout of the FRC and prepare a facility diagram showing the location of all FRC units and workstations.[ ]  Estimate the resource types and quantities required for initial FRC activation.[ ]  If required, arrange for augmentation of the host facility infrastructure.[ ]  Advise the IC and the local EOC when FRC is ready for activation. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, ensure all necessary support areas and staff have been identified and are prepared for client arrival. If staff have not yet arrived, assume responsibility for: checking in staff at the personnel check-in station in the reception area, and ensure all staff has received assignment, materials, cell phone/radio, reporting location/station, reporting time, FRC layout overview, and any special instructions. [ ]  Obtain and display appropriate credentials such as a badge and agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Review the position checklist and any special instructions about the EOC, including:[ ]  The level and type of service needed based on the incident.[ ]  FRC staff organization charts.[ ]  Staffing needs; initiate requests for staff.[ ]  The incident-specific ICS structure.[ ]  Expectations, needs, and challenges.[ ]  Activate the Family Assistance Base Plan.[ ]  Conduct an initial briefing with FRC staff that may include the following:[ ]  Review completed ICS 201 form.[ ]  Synopsis of the incident.[ ]  Priorities and objectives.[ ]  Code of conduct.[ ]  Facility logistics and layout.[ ]  Synopsis of services provided at the FRC, including for people with disabilities/access and functional needs.[ ]  Staffing organization and work tasks.[ ]  Date, time, and location of FRC activation.[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, FRC operational documents, local activated EOCs).[ ]  Ensure that staff have a clear understanding of the incident objectives, roles, and the flow of operations.[ ]  Ensure key stakeholders and officials are notified of the FRC activation, including the location, estimated dates, and hours of operation.[ ]  Coordinate with the FRC Public Information Officer (PIO) and Liaison Officer to prepare a press release to announce FRC activation through media outlets and social media.[ ]  Work with the Information Branch to establish an information hotline or call center for families of victims to call regarding FRC services. [ ]  Ensure that information is accessible by people with disabilities/access and functional needs. [ ]  Consider potential language needs, based on the situation. Include hotline information in any press releases. Information provided should include:[ ]  Synopsis of the incident.[ ]  Synopsis of the services provided at the FRC.[ ]  Date, time, and location that the FRC will be activated.[ ]  Type of information that families will be asked to provide at the FRC (e.g., government-issued identification, description of victim including date of birth).[ ]  Identify a Facility Liaison, if applicable, to coordinate needs and questions related to the facility to facility management.[ ]  Coordinate with ICS Command and General Staff to provide activation information to responding staff:[ ]  Reporting time;[ ]  Travel instructions; and[ ]  Any special communications instructions.[ ]  Ensure the management organization (the ICS structure) is established and communicated to all staff. Ensure that FRC Command Staff and Section Chiefs have (at minimum) reviewed the local Family Assistance Plan and are familiar with the resources provided in the FRC.[ ]  Review FRC site plan, if available. Oversee and direct set-up of FRC site. Direct the Operations Section Chief to initiate set-up of staff registration.[ ]  In coordination with the IC (or designee), establish communications procedures and protocols for the transmittal of information that affects, or may affect, FRC operations.[ ]  Designate the people by position title (e.g., Liaison Officer) who have authority to request or transmit information between the FRC and Incident Command.[ ]  Specify the means of communication to be employed (e.g., landline, cell) and record applicable contact information.[ ]  Specify a schedule for regular updates.[ ]  If conference calls are scheduled, identify the people by position who should participate and document contact information.[ ]  Document agreed-upon procedures in initial and subsequent Incident Action Plans.[ ]  Maintain a communications log noting the dates, times, and name/title of the initiator and receiver as well as the subject of the communication.[ ]  Document all communications using ICS Form 213 (hard copy or electronic).[ ]  Establish contact and communications protocols with the EOC; regularly scheduled communications should include:[ ]  General information sharing concerning the incident;[ ]  Overall incident management; and[ ]  Information concerning the operational status of the FRC.[ ]  Establish contact and communications protocols with the IC at the incident site(s).[ ]  Oversee just-in-time training. Review position checklists for and become familiar with the mission of the positions that report to you (Command Staff and Section Chiefs).[ ]  Conduct initial Command Staff meeting/briefing. [ ]  Upon recommendation from Section Chiefs and Safety Officers that the FRC is ready for operations, officially activate the FRC and notify the EOC and the IC that the FRC is activated. |
| OPERATION |
| [ ]  Exercise responsibility for overall operation of the FRC.[ ]  Maintain communications with the IC. Provide periodic status reports to the EOC.[ ]  Coordinate activity for all Command Staff and Section Chiefs.[ ]  Identify, review, and communicate goals and objectives for FRC operation with Command Staff and Section Chiefs (see ICS 201 form).[ ]  Provide direction to Command Staff and Section Chiefs as needed.[ ]  Ensure accurate information, and equal access to that information, is released in a timely manner through the FRC PIO.[ ]  Coordinate with key stakeholders and officials through the Liaison Officer.[ ]  Coordinate with the Safety Officer to ensure the continued safety of facilities and staff.[ ]  Establish a meeting schedule. Conduct ongoing meetings with Command Staff and Section Chiefs.[ ]  Ensure coordination of Command/Section Chief planning meetings on a regular basis to communicate information concerning FRC operations, status of the recovery effort, and other information of importance. At a minimum, the following staff meetings are recommended:[ ]  Two command staff meetings, one near the beginning and one near the end of each operational period.[ ]  Section and unit meetings at the discretion of the Section Chief/Unit Leader.[ ]  Ensure the coordination of family briefings.[ ]  Approve requests for additional resources or for the release of resources from the Logistics Section Chief.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Brief incoming FRC Director at shift change, or Family Assistance Center (FAC) Director if operations transition to the FAC. |
| DEMOBILIZATION |
| [ ]  In coordination with the FRC Planning Section Chief and the EOC, determine that the FRC can be demobilized.[ ]  Conduct a demobilization meeting with Command Staff and Section Chiefs. Advise the EOC and IC of the date/time of demobilization. Coordinate with the representative of the FRC site facility owner, as necessary.[ ]  Conduct a demobilization briefing with all FRC staff.[ ]  Return equipment and unused supplies issued by the FRC to Logistics.[ ]  Arrange for the return of any agency-owned equipment (computers, etc.).[ ]  Ensure that your activity log (ICS Form 214) is given to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# SAFETY OFFICER

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| **Mission**: The mission of the Safety Officer is to protect the facility and staff in the Friends and Relatives Center (FRC). The Safety Officer reports to the FRC Director. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, cell phone/radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display appropriate credentials such as a badge provided by FRC staff and agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Confer with the FRC Director and/or previous Safety Officer on the status of the FRC.[ ]  Conduct site inspection:[ ]  Inspect all cabling, wiring, and installed electrical devices.[ ]  Inspect all workstations and common areas for danger from falling objects.[ ]  Inspect for the presence of dangerous/hazardous chemicals or other materials.[ ]  Ensure that fire detection/suppression/warning systems are operable.[ ]  Inspect for trip-and-fall hazards.[ ]  Prepare or review the FRC evacuation plan. Identify evacuation routes and ensure that routes are clearly marked. Identify an assembly site in a safe location.[ ]  Attend just-in-time training, if required. Review your position checklist to determine and prioritize duties.[ ]  Review or develop the FRC security plan. Address any challenges or concerns related to safety.[ ]  Receive an initial briefing that may include the following:[ ]  Review of completed ICS 201 form.[ ]  Synopsis of the incident.[ ]  Priorities and objectives.[ ]  Code of conduct.[ ]  Facility logistics and layout.[ ]  Synopsis of the services provided at the FRC including for people with disabilities/access and functional needs; emphasize the quality care of families.[ ]  Staffing organization and work tasks.[ ]  The date, time, and location that the FRC will be activated.[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, local activated EOCs).[ ]  Ensure appropriate safety information is included in just-in-time training for FRC staff.[ ]  Identify a first aid area. Identify fire/EMS entrance/exit routes in coordination with law enforcement.[ ]  In coordination with the appropriate building and safety authority, inspect all installed power and cabling infrastructure. Test all systems and equipment to ensure they are fully operational.[ ]  Ensure that any unsafe conditions are reported to the FRC Director and remediated.[ ]  Advise the FRC Director when the FRC is safe for occupancy/operation.[ ]  Request additional resources as needed. |
| OPERATION |
| [ ]  Review the Incident Action Plan for safety implications.[ ]  Continuously monitor conditions in the FRC to ensure a safe environment.[ ]  Conduct periodic “walk-through” inspections of public areas and workstations to ensure a continued safe environment.[ ]  Immediately advise the FRC Director of any unsafe or potentially unsafe conditions. Coordinate the remediation of any unsafe or potentially unsafe conditions.[ ]  Attend Command/Section Chief planning meetings.[ ]  Attend family briefings, as requested and appropriate.[ ]  Ensure all FRC activities are conducted safely with adherence to appropriate practices and procedures.[ ]  Ensure that staff wear the appropriate protective equipment.[ ]  Serve as point of contact for law enforcement and fire/EMS regarding safety and security issues.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Complete, distribute, and update as needed the Safety Message/Plan (ICS 208).[ ]  Brief incoming FRC Safety Officer at shift change and jointly conduct facility walk-through safety inspection. |
| DEMOBILIZATION |
| [ ]  Review the Demobilization Plan for safety implications.[ ]  Monitor the demobilization process to ensure safe practices, including:[ ]  Disconnecting and removing electrical devices;[ ]  Disconnecting and removing temporary wiring or cabling installed to support FRC operations;[ ]  Removing any heavy equipment or supplies; and[ ]  Removing/disposing of any medical waste or other hazardous material from the site.[ ]  Conduct demobilization meeting with any staff assigned to you.[ ]  Ensure that equipment and unused supplies are returned to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in assigned equipment. |

# LIAISON OFFICER

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| **Mission**: The mission of the Liaison Officer is to function as the point of contact for representatives of other governmental agencies, nongovernmental organizations (NGOs), and/or the private sector to provide input on their agency’s policies, resources availability, and other incident-related matters. The Liaison Officer reports to the Friends and Relatives Center (FRC) Director. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display appropriate credentials such as a badge provided by FRC staff and agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Establish contact with the Liaison Officer in the EOC.[ ]  Receive an initial briefing that may include the following:[ ]  Review completed ICS 201 form.[ ]  Synopsis of the incident.[ ]  Priorities and objectives.[ ]  Code of conduct.[ ]  Facility logistics and layout.[ ]  Synopsis of services provided at the FRC including for people with disabilities/access and functional needs; emphasize the quality care of families.[ ]  Staffing organization and work tasks.[ ]  The date, time, and location that the FRC will be activated.[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, local activated EOCs).[ ]  Coordinate with the FRC Director to ensure key stakeholders and officials are notified of the FRC activation including the location, estimated dates, and hours of operation.[ ]  Coordinate with the FRC PIO and FRC Director to prepare a press release to announce FRC activation through media outlets and social media.[ ]  Coordinate with the FRC PIO and FRC Director to disseminate information about FRC operations to local agencies with responsibilities to provide information to the public such as social service networks, 211, and citizen hotlines. Consider establishing an information hotline for families of victims to call regarding FRC services. Ensure that information is accessible by people with disabilities/access and functional needs. Information provided should include:[ ]  Synopsis of the incident.[ ]  Synopsis of the services provided at the FRC.[ ]  The date, time, and location that the FRC will be activated.[ ]  The type of information that families will be asked to provide at the FRC (e.g., government-issued identification, description of the victim including date of birth).[ ]  Attend just-in-time training if required. Review your position checklist to determine and prioritize duties.[ ]  Coordinate with external agency liaisons as necessary to ensure seamless response including:[ ]  Maintain a current roster of all external liaison personnel in the FRC.[ ]  Establish a work area for liaison personnel.[ ]  Determine and document the mission/role of each external agency responding.[ ]  Develop a meeting schedule and conduct meetings with external liaison personnel, as necessary.[ ]  Facilitate the exchange of information between external liaison personnel and FRC units, as necessary.[ ]  Ensure the FRC Director is kept informed of which external agencies are represented in the FRC.[ ]  If designated by the FRC Director, establish contact with the Facility Liaison to discuss the use of the facility for the FRC.[ ]  Request additional resources as needed.[ ]  Contact all supervisory personnel (Command Staff, Section Chiefs, group/unit supervisors) at the FRC:[ ]  Identify yourself as the contact point for outside agencies.[ ]  Provide your cell phone and landline numbers.[ ]  Report to the FRC Director when this is complete. |
| OPERATION |
| [ ]  Receive briefing from the FRC Director regarding expectations, goals, and objectives.[ ]  Maintain a list of assisting and cooperating agencies/organizations, including all agencies/organizations represented in the FRC. Keep partner agencies/organizations briefed on FRC status. Provide this information to the FRC Director.[ ]  Relay requests, questions, and concerns from FRC staff to agency representatives and from agency representatives to FRC staff.[ ]  Attend Command/Section Chief planning meetings.[ ]  Attend family briefings, as requested and appropriate.[ ]  Notify the FRC Director of significant events/occurrences related to your position.[ ]  Coordinate and conduct briefings for visiting VIPs as directed by the FRC Director.[ ]  Monitor FRC operations to identify current or potential inter-agency organizational problems.[ ]  Maintain Unit/Activity Log (ICS Form 214). |
| DEMOBILIZATION |
| [ ]  Communicate demobilization information with relevant agencies/organizations. Ensure that information regarding follow-on services is clearly communicated to key stakeholders.[ ]  Conduct a demobilization meeting with any staff assigned to you.[ ]  Ensure that equipment and unused supplies are returned to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in any assigned equipment. |

# FRC PUBLIC INFORMATION OFFICER

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| **Mission**: The Friends and Relatives Center (FRC) Public Information Officer (PIO) is responsible for developing and releasing information about the FRC to the news media, incident personnel, and other appropriate agencies and organizations. The FRC PIO reports to the FRC Director in coordination with the FAC PIO and the Joint Information Center (JIC). |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display appropriate credentials such as a badge provided by FRC staff and agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review your position checklist to determine and prioritize duties.[ ]  Receive an initial briefing that may include the following:[ ]  Review completed ICS 201 form.[ ]  Synopsis of the incident.[ ]  Priorities and objectives.[ ]  Code of Conduct.[ ]  Facility logistics and layout.[ ]  Synopsis of the services provided at the FRC, including for people with disabilities/access and functional needs; emphasize the quality care of families.[ ]  Staffing organization and work tasks.[ ]  The date, time, and location that the FRC will be activated.[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, local activated EOCs).[ ]  Coordinate with the Liaison Officer and FRC Director to ensure key stakeholders and officials are notified of the FRC activation including the location, estimated dates, and hours of operation.[ ]  Coordinate with the Liaison Officer and FRC Director to prepare a press release to announce FRC activation through media outlets and social media.[ ]  Coordinate with the FRC Director and Liaison Officer to provide FRC information to local agencies with responsibilities to provide information to the public such as social service networks, 211, citizen hotlines, etc. Provide information to telephone banks, community organizations, media, government agencies, foreign diplomatic corps representatives, etc. Ensure that information is accessible to people with disabilities/access and functional needs. Information provided should include:[ ]  A brief synopsis of the incident.[ ]  A brief synopsis of the services provided at the FRC.[ ]  The date, time, and location that the FRC will be activated.[ ]  The type of information that families will be asked to provide at the FRC (e.g., government-issued identification, description of the victim including date of birth, etc.).[ ]  Develop a one-page document that includes instruction and guidance for family members on what to expect and how to interface with the media. The FRC Toolkit contains a Communications Tool that includes guidance on family briefings and interactions with the media.[ ]  Work with the FRC Director and Facility Liaison to establish a separate Media Area and ensure the media is informed of its location. Request security to be assigned to the Media Area.[ ]  Develop and disseminate a set of rules of engagement for media personnel at the FRC. For example, one rule would say that media personnel are not permitted inside the FRC.[ ]  Develop standardized messages and briefing templates for use in media briefings and for informing political officials. Ensure that these “canned” messages are developed in coordination with local emergency management officials, mental health professionals, and other key stakeholders.[ ]  Establish contact with the PIO in the EOC.[ ]  Develop and execute a strategy for managing public information, including communications with political officials, the media, and the public. Ensure that political officials are provided information about the FRC mission and objectives. Ensure that the public information strategy accommodates people with disabilities/access and functional needs. Submit this strategy to the FRC Director.[ ]  Ensure that a media center is established near the FRC (e.g., on the opposite side of the parking lot). Establish and maintain a regular briefing schedule with the media. Share rules of engagement at the beginning of each briefing. Maintain a list of media at the media center.[ ]  Ensure the establishment of an information telephone line for families that are not at the FRC.[ ]  Request additional resources as needed. |
| OPERATION |
| [ ]  Receive briefing from the FRC Director regarding expectations, goals, and objectives.[ ]  Coordinate the release of all information to the public, the media, and other outside agencies. Ensure that Command Staff and Section Chiefs have copies of media releases.[ ]  Ensure that a one-page document that contains instruction and guidance for family members at the FRC on what to expect and how to interface with the media is disseminated to arriving family members. Ensure that families have an opportunity to ask questions regarding media management and engagement.[ ]  Oversee operations for the information line for families not at the FRC.[ ]  Maintain communications with the incident site and EOC PIOs.[ ]  Attend Command/Section Chief planning meetings.[ ]  Ensure that information regarding memorial services is communicated to key stakeholders.[ ]  Instruct all FRC supervisory personnel (Section Chiefs, Command Staff, group/team leaders) to refer media requests to the PIO, and not to answer questions from the media.[ ]  Establish yourself as a contact person for media arriving at the FRC. Direct media to the designated area.[ ]  Respond to media requests for information. Refer media inquiries to appropriate sources of information.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Brief incoming FRC PIO at shift change.  |
| DEMOBILIZATION |
| [ ]  Communicate demobilization information with political officials, the media, and the public. Ensure that information regarding follow-on services is clearly communicated to key stakeholders.[ ]  Coordinate demobilization of the media center and information phone line. Ensure that an alternate point of contact is provided for inquiries made after the FRC is demobilized.[ ]  Conduct a demobilization meeting with any staff assigned to you.[ ]  Ensure that equipment and unused supplies are returned to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs of your subordinates and complete your own. Turn in all activity logs (ICS Form 214) to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in any assigned equipment. |

# OPERATIONS SECTION CHIEF

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| **Mission**: The mission of the Operations Section Chief is to manage Friends and Relatives Center (FRC) on-scene operations to meet the incident objectives established by the FRC Director. The Operations Section Chief reports to the FRC Director. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists for and become familiar with the mission of the branches that report to you.[ ]  Review position checklists for subordinate positions. Make task/job assignments by initiating the following:[ ]  Appoint a Reception Branch Director, Services Branch Director, Information Branch Director, and Security Branch Director.[ ]  Coordinate with each branch director to support the development of a strategy to carry out the mission of his/her branch.[ ]  Request additional staff, as necessary.[ ]  Ensure that staff has a clear understanding of the incident objectives, their role, and the flow of operations.[ ]  Conduct an initial briefing with staff that may include the following:[ ]  Review of completed ICS 201 form.[ ]  Synopsis of the incident.[ ]  Priorities and objectives.[ ]  Code of Conduct.[ ]  Facility logistics and layout.[ ]  Synopsis of the services provided at the FRC including for people with disabilities/access and functional needs; emphasize the quality care of families.[ ]  Staffing organization and work tasks.[ ]  The date, time, and location that the FRC will be activated.[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, local activated EOCs).[ ]  Ensure that staffing is adequate per staffing guidelines.[ ]  Monitor and provide direction as needed. Coordinate with branch directors to ensure that they understand their mission and have the resources to accomplish it.[ ]  Request additional resources as needed. |
| OPERATION |
| [ ]  Ensure that sufficient resources are available to support the ongoing operations of your section.[ ]  Provide direction and supervision to subordinate staff. Develop and communicate a meeting schedule for Operations Section staff. Conduct meetings as outlined in the schedule.[ ]  Attend Command/Section Chief planning meetings. During the meetings, be prepared to provide a status update of Operations Section activities.[ ]  Support the FRC PIO with obtaining the necessary information for the family briefings.[ ]  Working with Command Staff and Section Chiefs, participate in the development and revision of the Incident Action Plan.[ ]  Make changes as necessary to Operations Section organizational structure, staffing assignments, and procedures.[ ]  Monitor activities within the following branches and report the current status and unusual events on a timely basis to Command Staff:[ ]  Reception Branch[ ]  Services Branch[ ]  Information Branch[ ]  Security Branch[ ]  Provide regular updates of the number of victims transported to hospitals, the number of decedents, and the number of missing persons associated with the incident to the Planning Section Chief.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Brief incoming Operations Section Chief at shift change. |
| DEMOBILIZATION |
| [ ]  Communicate demobilization information with Operations Section staff. Ensure that information regarding follow-on services is clearly communicated.[ ]  Support the demobilization of each branch under the Operations Section.[ ]  Ensure that equipment and unused supplies are returned to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs of your subordinates and complete your own. Turn in all activity logs (ICS Form 214) to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in assigned equipment. |

# RECEPTION BRANCH DIRECTOR

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| **Mission**: The Reception Branch is responsible for coordinating family and staff registration operations. The Reception Branch provides intake services for arriving families and maintains a database of all families and staff who arrive at the Friends and Relatives Center (FRC). The Reception Branch Director reports to the Operations Section Chief. |
| ACTIVATION |
| **NOTE: The Reception Branch is responsible for the registration of all FRC staff and families and must be among the first to arrive.**[ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display the badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists.[ ]  Ensure staff are familiar with the location of key resources, including FRC forms (in family check-in area), registration spreadsheets (on computers in staff and family check-in areas), and layout (in check-in area).[ ]  Monitor and provide direction as needed.[ ]  Request additional resources as needed. |
| OPERATION |
| [ ]  Receive completed FRC forms. Ensure that completed forms are submitted to the Information Branch Director.[ ]  Inform Operations Section Chief of activities.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Attend family briefings, as requested and appropriate.[ ]  Brief incoming Reception Branch Director if a subsequent operational period is scheduled.[ ]  Conduct briefings to ensure understanding of the current Incident Action Plan. Participate in meetings and briefings as needed. |
| DEMOBILIZATION |
| [ ]  Communicate demobilization information with staff. Ensure that information regarding follow-on services is clearly communicated and transitioned to the FAC.[ ]  Ensure that equipment and unused supplies are returned to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in assigned equipment. |

# SERVICES BRANCH DIRECTOR

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| **Mission**: The Services Branch is responsible for the provision of mental health, social services, spiritual care, public health, and victim services. The Services Branch Director reports to the Operations Section Chief. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC, check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training. Review position checklists.[ ]  Report to your assigned workstation. Obtain briefing and job/task assignment from the Operations Section Chief. Review the FRC Incident Action Plan for the operational period.[ ]  Report to the Resources Branch to obtain computers or other electronic equipment; workstation telephone numbers; and briefings on web access, communications systems, passwords, and other technology-related procedures. If bringing agency-owned equipment, report to the Resources Branch to obtain briefing on connection procedures, passwords, and other technology-related procedures.[ ]  Ensure staff are familiar with the location of key resources, including the FRC Plan, FRC forms, etc.[ ]  Coordinate with each group supervisor to develop a strategy for delivery of services based on the layout of the facility and the objectives of the FRC.[ ]  Monitor and provide direction as needed.[ ]  Request additional staff and resources as needed through your supervisor. |
| OPERATION |
| [ ]  Communicate with, organize, and prepare assignments for Services Branch personnel. Develop and maintain a strategy to replenish and provide breaks for Services Branch personnel. Make changes as necessary to branch organization, personnel assignments, and method of operation.[ ]  Ensure mental health, public health, and social services are readily accessible to families. Follow-up to ensure that requests for support are met.[ ]  Inform Operations Section Chief of activities.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Attend family briefings, as requested and appropriate.[ ]  Brief the incoming Services Branch Director if a subsequent operational period is scheduled.[ ]  Conduct briefings to ensure understanding of the current Incident Action Plan. Participate in meetings and briefings as needed. |
| DEMOBILIZATION |
| [ ]  Conduct demobilization briefing for staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs of your subordinates and complete your own. Turn in all activity logs (ICS Form 214) to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# INFORMATION BRANCH DIRECTOR

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| **Mission**: The Information Branch is responsible for providing information to families about the status and location of their loved ones. The Information Branch Director communicates with the Notification Group Supervisor regarding family forms status and directs the Notification Group to make family notifications as appropriate. The Information Branch has two groups: the Victim Status Group and the Notification Group. The Information Branch Director reports to the Operations Section Chief. |
| ACTIVATION |
| [ ]  Upon arrival at the Friends and Relatives Center (FRC), check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists.[ ]  Ensure staff is familiar with the location of key resources, including the FRC Plan and accompanying family and staff forms.[ ]  Confirm the strategy for managing and sharing lists of family and victim information (e.g., lists are obtained from and maintained by you, the Information Branch Director). Ensure staff who may need access to the lists (e.g., Reception Branch Director) are briefed on the process for requesting and obtaining it.[ ]  Monitor and provide direction as needed.[ ]  Request additional staff and resources as needed. |
| OPERATION |
| [ ]  Identify who will be involved in the notification for victims that (a) have been transported to hospitals, (b) are deceased, or (c) are still missing.[ ]  Share victim and family lists with agencies providing victim services.[ ]  Inform Operations Section Chief of activities including regular updates of the number of victims transported to hospitals, number of decedents, and number of missing persons associated with the incident.[ ]  Attend family briefings, as requested and appropriate.[ ]  Conduct briefings to ensure understanding of the current Incident Action Plan. Participate in meetings and briefings as needed.[ ]  Communicate with, organize, and prepare assignments for Information Branch personnel. Make changes as necessary to branch organization, personnel assignments, and method of operation.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Brief the incoming Information Branch Director if a subsequent operational period is scheduled. |
| DEMOBILIZATION |
| [ ]  Conduct demobilization briefing with staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs (ICS Form 214) of subordinates, complete your own, and turn in all activity logs to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# SECURITY BRANCH DIRECTOR

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| **Mission**: The Security Branch coordinates Friends and Relatives Center (FRC) security, including managing and staffing site security operations, badging and investigation support, and overall security management. The Security Branch Director reports to the Operations Section Chief. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC, check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists.[ ]  Collaborate with supervisors to develop a Security Plan for both the interior and exterior of the FRC site.[ ]  Appoint FRC Interior Security Personnel to include:[ ]  Fixed Security Posts;[ ]  Roving Patrols; and[ ]  Dismissing Unauthorized Persons, as necessary.[ ]  Appoint FRC Exterior Security Personnel to include:[ ]  Perimeter Security;[ ]  Traffic Control;[ ]  Initial Screening Security; and[ ]  Roving Patrols.[ ]  Ensure that staff are familiar with the location of key resources, including the Family Assistance Plan.[ ]  If applicable, establish communications with on-site security.[ ]  If FRC is in a private facility, obtain delegation of authority from facility management to enforce all laws and regulations of the site, including authority to detain and remove people trespassing or causing disturbances.[ ]  Monitor and provide direction as needed.[ ]  Request additional staff and resources as needed. |
| OPERATION |
| [ ]  Communicate with, organize, and prepare assignments for Security Branch personnel. Develop and maintain a strategy to replenish and provide breaks for Security Branch personnel. Make changes as necessary to branch organization, personnel assignments, and method of operation.[ ]  Oversee all FRC Security Branch operations and ensure mission completion by guiding group supervisors. Duties include:[ ]  Command and control of all law and/or federal resources assigned to FRC security and investigative functions;[ ]  Maintaining liaison and providing status updates to FRC Director and incident/unified commanders of the primary incident;[ ]  If necessary, coordinating and assisting in the transfer of investigative responsibility to appropriate federal investigative resources. The Incoming Security Branch Director should conduct a situation assessment with the existing Security Branch Director; outgoing Security Branch Director should brief incoming staff of:* + - Incident history (what has happened);
		- Priorities and objectives;
		- Current plan;
		- Resource assignments;
		- Incident organization;
		- Resources ordered/needed;
		- Facilities established;
		- Status of communications;
		- Any constraints or limitations;
		- Incident potential (identification of additional witnesses/victims/evidence, etc.); and
		- Delegation of authority.

[ ]  Security inside of the FRC:[ ]  Prevent unauthorized access to all ingress and egress points of the FRC site.[ ]  All authorized persons seeking admittance into the FRC are subject to a cursory weapons search by law enforcement personnel.[ ]  A portable metal or weapons detector may be used in addition to or in lieu of a cursory weapons search by law enforcement personnel. All sworn law enforcement officers are exempt from the no weapons policy of the FRC.[ ]  Ensure that only authorized persons are allowed admittance to the restricted area – law enforcement, Information Branch personnel, and escorted families. Law enforcement shall provide perimeter security to prevent access by unauthorized persons.[ ]  Provide security presence to all family briefings.[ ]  Escort non-badged personnel who are authorized to be on-site at the FRC temporarily (e.g., vendor, maintenance, or delivery personnel).[ ]  Immediately address any potential threats to FRC operations and the safety of those located therein to include:* + - Civil disturbance;
		- Emotionally distraught person;
		- Explosive device, bomb threat;
		- Hostage incident;
		- Sniper incident;
		- Special event; and
		- Suspicious package.

[ ]  Security Outside the FRC:[ ]  Alert local law enforcement to FRC activation and missing persons operations (if county/other law enforcement resources are utilized).[ ]  Prescreen individuals as they approach the perimeter entrance of the FRC (e.g., driveway). Media personnel will be directed to the media center.[ ]  Establish and enforce FRC perimeter security.[ ]  Request parking spaces around FRC.[ ]  Ensure that only official vehicles assigned to personnel at the FRC and that autos operated by families are granted access to the restricted area.[ ]  Expedite vehicular traffic outside restricted areas.[ ]  Request after-hours patrol of FRC site.[ ]  Post appropriate signage, such as “No Illegal Weapons Allowed on Site” and “All persons entering this facility are subject to search.”[ ]  Immediately address any potential threats to FRC operations and the safety of those located therein to include:* + - Civil disturbance;
		- Emotionally distraught person;
		- Explosive device, bomb threat;
		- Hostage incident;
		- Special event; and
		- Suspicious package.

[ ]  Initially refer on-site mental health professionals to anyone inconsolable to the extent of not following direction, only as a last resort detain the person and remove them to an isolated area in the FRC.[ ]  Inform Operations Section Chief of activities.[ ]  Conduct briefings to ensure understanding of the current Incident Action Plan. Participate in meetings and briefings as needed.[ ]  Communicate with, organize, and prepare assignments for Security Branch personnel. Develop and maintain a strategy to replenish and provide breaks for Reception Branch personnel. Make changes as necessary to branch organization, personnel assignments, and method of operation. |
| DEMOBILIZATION |
| [ ]  Demobilize site security, perimeter security, and badging stations.[ ]  Notify all sworn and non-sworn staff in the Security Branch that the FRC is being demobilized.[ ]  Conduct demobilization briefing with staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs of, subordinates, complete your own, and turn in all (ICS Form 214) to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# LOGISTICS SECTION CHIEF

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| **Mission**: The Friends and Relatives Center (FRC) Logistics Section Chief meets all service and logistical needs for the FRC, including ordering resources through appropriate procurement authorities and managing information technology resources. The Logistics Section Chief reports to the FRC Director. |
| PRE-ACTIVATION |
| [ ]  Working with FRC Command Staff, determine the number of staff anticipated to be assigned to the FRC for the first operational period. Ensure adequate set-up of the FRC.[ ]  Ensure that the FRC facility is in compliance with ADA regulations.[ ]  Review position checklists for subordinate positions. Brief subordinate staff and make task/job assignments by initiating the following:[ ]  Appoint a Resources Branch Director and Ordering Branch Director.[ ]  Coordinate with each branch director to develop a strategy to carry out the mission of their branch/unit.[ ]  Ensure that staff have a clear understanding of the incident objectives, their role, and the flow of operations.[ ]  Establish contact with a representative of the host facility to coordinate FRC activation/operation, obtain keys, arrange for utilities as required, bathroom, and cleaning supplies, etc.[ ]  Working with the FRC Command Staff and/Logistics Section personnel, develop the physical layout of the FRC and prepare a facility diagram showing the location of all FRC units and workstations.[ ]  Estimate the resource types and quantities required for initial FRC activation.[ ]  From own resources or through vendors, arrange for the procurement, delivery, and installation of resources required for initial FRC activation and for the initial operational period.[ ]  If required, arrange for augmentation of the host facility infrastructure.[ ]  Oversee FRC set-up. Test all equipment and systems to ensure operability.[ ]  Advise FRC Director when FRC is ready for activation. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists for and become familiar with the mission of the branches that report to you:[ ]  Resources Branch; and[ ]  Ordering Branch.[ ]  Conduct an initial briefing with staff that may include the following:[ ]  Review of completed ICS 201 form.[ ]  Synopsis of the incident.[ ]  Priorities and objectives.[ ]  Code of Conduct.[ ]  Facility logistics and layout.[ ]  Synopsis of the services provided at the FRC including for people with disabilities/access and functional needs; emphasize the quality care of families.[ ]  Staffing organization and work tasks.[ ]  The date, time, and location that the FRC will be activated.[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, local activated EOCs).[ ]  Ensure that the Resources Branch is prepared to provide the FRC staff with computers or other electronic equipment; workstation telephone numbers; and briefing on web access, communications systems, passwords, and other technology-related procedures. Obtain equipment and supplies, as necessary.[ ]  Contact the EOC Logistics Section Chief.[ ]  Submit resource requests to FRC Director for approval. Facilitate the completion of approved resource requests.[ ]  Monitor and provide direction as needed. Coordinate with branch directors to ensure that they understand their mission and have the resources to accomplish it.[ ]  Request additional staff and resources as needed. |
| OPERATION |
| [ ]  Ensure that sufficient resources are available to support ongoing operations.[ ]  Provide direction and supervision to subordinate staff. Develop and communicate a meeting schedule for Logistics Section staff. Conduct meetings as outlined in the schedule.[ ]  Attend Command/Section Chief planning meetings.[ ]  Attend family briefings, as requested and appropriate.[ ]  Working with Command Staff and Section Chiefs, participate in the development and revision of the Incident Action Plan.[ ]  Monitor activities within the following branches and report current status and unusual events on a timely basis to Command Staff:[ ]  Resources Branch; and[ ]  Ordering Branch.[ ]  Make changes as necessary to Logistics Section organizational structure, staffing assignments, and procedures.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Brief incoming Logistics Section Chief at shift change. |
| DEMOBILIZATION |
| [ ]  Participate in the demobilization meeting with Command Staff and Section Chiefs. Assist in preparation of the Demobilization Plan (ICS Form 221).[ ]  Coordinate with the ranking representative of the FRC site facility owner, as necessary.[ ]  Oversee breakdown of FRC. Arrange for disassembling, packing, and transporting of all equipment and supplies to appropriate locations. Coordinate with utility providers, as necessary.[ ]  Communicate demobilization information to Logistics Section staff.[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# RESOURCES BRANCH DIRECTOR

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| **Mission**: The Resources Branch coordinates the provision of logistics for work areas. Responsibilities also include the ordering of necessary resources (e.g., tables, chairs, food, supplies) for subordinate groups. The Resources Branch Director reports to the Logistics Section Chief. |
| PRE-ACTIVATION |
| [ ]  Work with the FRC Command Staff to determine the number and type of staff, equipment, and supplies anticipated to be assigned to the FRC for the first operational period.[ ]  Ensure that computers or other electronic equipment; workstation telephone numbers and web address, communications systems, and other technology-related procedures are ready for distribution. Obtain communications-related information (passwords, directions for internet connectivity, etc.)[ ]  Evaluate requests for staffing, equipment, and supplies and submit order to the Ordering Branch. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists.[ ]  Ensure that staff is familiar with the location of key resources, including the FRC forms (in family check-in area), registration spreadsheets (loaded on computers in staff and family check-in areas), layouts (in check-in area), etc.[ ]  Coordinate with the Safety Officer to establish evacuation procedures for families or staff who may require assistance.[ ]  Distribute computers or other electronic equipment; workstation telephone numbers; and briefing on web access, communications systems, passwords, and other technology-related procedures to FRC staff. If bringing agency-owned equipment, provide a briefing on connection procedures, passwords, and other technology-related procedures.[ ]  Ensure that set-up and logistics are complete for subordinate areas.[ ]  Develop resource management strategies based on the layout of the facility and the objectives of the FRC.[ ]  Request additional staff and resources as needed. |
| OPERATION |
| [ ]  Communicate with, organize, and prepare assignments for Resources Branch personnel. Develop and maintain a strategy to replenish and provide breaks for Reception Branch personnel. Make changes as necessary to branch organization, personnel assignments, and method of operation.[ ]  Receive requests for resources and provide them to the Ordering Branch as appropriate. Follow-up to ensure that requests for communications support are completed.[ ]  Prepare to receive incoming resources.[ ]  Establish check-in function for equipment and supplies and work to achieve total accountability and tracking of all equipment and supplies.[ ]  Gather, post, and maintain resource status. Maintain a master roster of all resources (to include personnel) at the FAC.[ ]  Inform Logistics Section Chief of activities.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Attend family briefings, as requested and appropriate.[ ]  Brief incoming Resources Branch Director if a subsequent operational period is scheduled.[ ]  Conduct briefings to ensure understanding of the current Incident Action Plan. Participate in meetings and briefings as needed. |
| DEMOBILIZATION |
| [ ]  Conduct demobilization briefing with staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs of your subordinates and complete your own. Turn in all activity logs (ICS Form 214) to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# ORDERING BRANCH DIRECTOR

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| **Mission**: The Ordering Branch reviews all incoming requests for resources and provides single-point ordering. The Ordering Branch Director reports to the Logistics Section Chief. |
| PRE-ACTIVATION |
| [ ]  Working with Friends and Relatives Center (FRC) Command Staff and the Logistics Section Chief, determine the number and type of staff, equipment, and supplies anticipated to be assigned to the FRC for the first operational period.[ ]  Evaluate requests for staffing, equipment, and supplies and process orders. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists for and become familiar with the mission of your Branch.[ ]  Report to your assigned workstation. Obtain briefing and job/task assignment from Logistics Section Chief. Review FRC Incident Action Plan for the operational period.[ ]  Ensure that staff are familiar with the location of key resources, including the FAC Plan and FRC forms.[ ]  Prepare to distribute computers or other electronic equipment to FRC staff.[ ]  Obtain workstation telephone numbers and information on web access, communications systems, passwords, and other technology-related procedures. If bringing agency-owned equipment, report to the Resources Branch to obtain briefing on connection procedures, passwords, and other technology-related procedures.[ ]  Ensure that set-up and logistics are complete for subordinate areas.[ ]  Brief subordinate staff and make task/job assignments.[ ]  Monitor and provide direction as needed.[ ]  Request additional staff and resources as needed through your supervisor. |
| OPERATION |
| [ ]  Communicate with, organize, and prepare assignments for Ordering Branch personnel. Develop and maintain a strategy to replenish and provide breaks for Ordering Branch personnel. Make changes as necessary to branch organization, personnel assignments, and method of operation.[ ]  Coordinate activities of Ordering Branch personnel.[ ]  Analyze requests for resources and develop orders for approval by the Logistics Section Chief. Follow-up to ensure that requests for support are completed.[ ]  Prepare to receive incoming resources.[ ]  Inform Logistics Section Chief of activities.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Attend family briefings, as requested and appropriate.[ ]  Brief the incoming Ordering Branch Director if a subsequent operational period is scheduled.[ ]  Conduct briefings to ensure understanding of the current Incident Action Plan. Participate in meetings and briefings as needed. |
| DEMOBILIZATION |
| [ ]  Conduct demobilization briefing with staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# PLANNING SECTION CHIEF

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| **Mission**: The mission of the Planning Section is to collect, evaluate, and disseminate information about Friends and Relatives Center (FRC) operations and the status of resources, including information needed to (1) understand the current situation; (2) predict probable course of events; and (3) prepare alternative strategies for the FRC. The Planning Section Chief reports to the FRC Director. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive your assignment, materials, radio, reporting location/station, reporting time, and any special instructions. As time permits, review the layout of the FRC.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists for subordinate positions. Brief subordinate staff and make task/job assignments by initiating the following:[ ]  Appoint a FAC Transition Unit Leader and a Documentation Unit Leader.[ ]  Coordinate with each Unit Leader to support the development of a strategy to carry out the mission of their unit.[ ]  Ensure that staff have a clear understanding of the incident objectives, their role, and the flow of operations.[ ]  Conduct an initial briefing with staff that may include the following:[ ]  Review of completed ICS 201 form;[ ]  Synopsis of the incident;[ ]  Priorities and objectives;[ ]  Code of conduct;[ ]  Facility logistics and layout;[ ]  Synopsis of the services provided at the FRC, including disability and access and functional needs services; emphasize the quality care of families;[ ]  Staffing organization and work tasks;[ ]  The date, time, and location that the FRC will be activated; and[ ]  Resources available for maintaining situational awareness (e.g., the FRC Information Branch, local activated emergency operations centers (EOCs)).[ ]  Monitor and provide direction as needed. Coordinate with units to ensure that they understand their mission and have the resources to accomplish it.[ ]  Establish contact and communications protocols with the EOC.[ ]  Request additional staff and resources as needed.[ ]  Working with Command Staff and Section Chiefs, prepare an Incident Action Plan. |
| OPERATION |
| [ ]  Ensure that sufficient staff and resources are available to support ongoing planning operations.[ ]  Prepare for and facilitate Command/Section Chief planning meetings on a regular basis to communicate information concerning FRC operations, status of the recovery effort, and other information of importance. At a minimum, the following staff meetings are recommended:[ ]  An “all FRC staff” meeting once per operational period;[ ]  Two command staff meetings, one near the beginning and one near the end of each operational period; and[ ]  Section and unit meetings at the discretion of the Section Chief/Unit leader.[ ]  Support the PIO with obtaining and preparing necessary information for the family briefings.[ ]  Conduct plans and operations briefings to ensure that they are well organized and to the point. Revise strategies and the Incident Action Plan regularly.[ ]  Prepare an Incident Status Summary (ICS Form 209) as requested by the FRC Director.[ ]  Monitor activities in the following units and report current status and unusual events on a timely basis to Command Staff:[ ]  FAC Transition Unit; and[ ]  Documentation Unit.[ ]  Make changes as necessary to the Planning Section organizational structure, staffing assignments, and procedures.[ ]  Maintain Unit/Activity Log (ICS Form 214).[ ]  Brief incoming Planning Section Chief at shift change. |
| DEMOBILIZATION |
| [ ]  Ensure that all external stakeholders are notified of the date and time of planned deactivation.[ ]  Oversee the preparation of the Demobilization Plan (ICS Form 221).[ ]  Ensure the collection of activity logs (ICS Form 214) from all units.[ ]  Conduct demobilization meetings with Command Staff and Section Chiefs.[ ]  If applicable, notify the Facility Liaison of the date and time of deactivation and the date and time that the FRC facility will no longer be needed. NOTE: Include time required to remove supplies and equipment and return the facility to its original condition.[ ]  Ensure that ongoing case management, counseling, and/or a hotline number have been established if needed.[ ]  Collect contact information from all FRC agencies that provided services.[ ]  Provide updates regarding FRC demobilization to the telephone bank, information, and referral organizations, and the outreach and media that were used while the FRC was open.[ ]  Ensure that information regarding demobilization is provided to people with disabilities or access and functional needs.[ ]  Conduct a final transition meeting with the FRC staff and city, county, state, and federal agencies. Inform all staff and participating agencies that counseling services are available to them upon request.[ ]  Ensure that all deployed equipment is returned and coordinate equipment issues with the Logistics Section Chief.[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to the Documentation Unit.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# DOCUMENTATION UNIT LEADER

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| **Mission**: The Documentation Unit collects and organizes incident files, information, forms, Incident Action Plans, information releases, and reports. The Documentation Unit Leader reports to the Planning Section Chief. |
| ACTIVATION |
| [ ]  Upon arrival at the Friends and Relatives Center (FRC) site, check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists for and become familiar with the mission of your unit.[ ]  Report to your assigned workstation. Obtain briefing and job/task assignment from the Planning Section Chief. Support the development of/review FRC Incident Action Plan for the operational period.[ ]  Report to the Resources Branch to obtain computers or other electronic equipment, workstation telephone numbers, and information on web access, communications systems, passwords, and other technology-related procedures for FRC staff.[ ]  Review position checklist. Develop and execute a strategy for the ongoing coordination of documentation-related responsibilities at the FRC.[ ]  Request additional staff and resources as needed. |
| OPERATION |
| [ ]  Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.[ ]  Establish and organize incident files.[ ]  Determine the number of copies needed and duplicate the Incident Action Plan.[ ]  Accept and file reports and forms submitted by incident personnel.[ ]  Check the accuracy and completeness of records submitted. Correct errors or omissions by contacting appropriate staffing units.[ ]  Ensure that legal restrictions on public and exempt records are observed.[ ]  Retain and file duplicate copies of official forms and reports.[ ]  Provide briefing to relief on current activities and unusual events.[ ]  Document all activity on Unit Log (ICS Form 214).[ ]  Give completed incident files to the Planning Section Chief.[ ]  Attend family briefings, as requested and appropriate.[ ]  Maintain Unit/Activity Log (ICS Form 214). |
| DEMOBILIZATION |
| [ ]  Ensure the collection of activity logs (ICS Form 214) from all units.[ ]  Participate in demobilization meetings with Command Staff and Section Chiefs.[ ]  Conduct demobilization briefing with staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Collect activity logs (ICS Form 214) of your subordinates and complete your own. Turn in all activity logs to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |

# FAC TRANSITION LEADER

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| **Mission**: The Family Assistance Center (FAC) Transition Unit leads the effort to scale the Friends and Relatives Center (FRC) into a FAC. They review the resource requirements, site locations, personnel requirements, and timing recommendation based on the size and impact of the incident. The FAC Transition Unit Leader reports to the Planning Section Chief. |
| ACTIVATION |
| [ ]  Upon arrival at the FRC site, check in at the personnel check-in station in the reception area. Receive assignment, reporting location/station, reporting time, and any special instructions.[ ]  Obtain and display the appropriate badge provided by FRC staff and your agency identification.[ ]  Obtain an incident command system (ICS) 214 Activity Log Form and begin to document activity.[ ]  Attend just-in-time training, if required. Review position checklists for and become familiar with the mission of your unit.[ ]  Report to your assigned workstation. Obtain briefing and job/task assignment. Support the development of/review FRC Incident Action Plan for the operational period.[ ]  Report to the Resources Branch to obtain computers or other electronic equipment, workstation phone numbers, and information on web access, communications systems, passwords, and other technology-related procedures for FRC staff.[ ]  Working with Command Staff and Section Chiefs, prepare an Incident Action Plan.[ ]  Brief subordinate staff and make task/job assignments.[ ]  Contact the designated FAC Director to understand timeframes and planning objectives.[ ]  Request additional staff and resources as needed. |
| OPERATION |
| [ ]  Obtain briefing from Planning Section Chief.[ ]  Review ICS Form 201 for incident status.[ ]  Gather information regarding FAC incident objectives and strategy.[ ]  Identify the requirements and schedules—both internal and external—for FRC reporting.[ ]  Gather necessary information for family briefings.[ ]  Compile and update information from the public information officer and display incident status information for FRC staff.[ ]  Prepare a plan for FAC transition operations.[ ]  Participate in planning meetings, as required.[ ]  Prepare customer rate predictions at periodic intervals, or upon request of the Planning Section Chief.[ ]  Attend family briefings, as requested and appropriate.[ ]  Maintain Unit/Activity Log (ICS Form 214). |
| DEMOBILIZATION |
| [ ]  Ensure all positions and operational elements (specifically including public information, planning, registration, and social services) have been transitioned and are ready for activation at the FAC.[ ]  Conduct demobilization briefing with staff assigned to you.[ ]  Return equipment and unused supplies issued by the FRC to the Logistics Section.[ ]  Arrange for return of any agency-owned equipment (computers, etc.).[ ]  Participate in the staff demobilization briefing.[ ]  Turn in all activity logs to your supervisor.[ ]  Sign out at the personnel check-out station. Turn in all documentation to include position checklists and evaluation forms. Turn in your radio. |