****

**Thank you**

Information for the Planning Guide was derived from the following the Los Angeles County Operational Area Family Reunification Center (FRC) Plan, Version 1, March 31, 2010; H[ttp://www.apctoolkits.com/family-assistance-center](http://www.apctoolkits.com/family-assistance-center); or Seattle and King County Healthcare Coalition’s Family Reception Services Guidelines for Hospitals. Attachment O Version April 2012.

**For additional information, contact:**

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**Emergency Call Center Planning Guide (DRAFT)**

**Mission:** This guide was created to assist Arizona State University and others from local, county, and state entities prepare for a major incident by focusing on the Emergency Call Center component. For this Planning Guide, a “major incident” will not be defined as every jurisdiction will have their own set of “trigger points” that must be considered.

**Scope:**

1. Establish an information line or communication route to lessen the impact on the 911 communication system;
2. Provide a mechanism for accurate and timely information to the family and friends of victims;
3. Support family reunification by directing family and friends to the hospitals, Family Reunification Center, Family Assistance Center, or other destinations;
4. Provide information to, or direct media inquiries to the appropriate departments or staff; and
5. Function as a data collection point for critical organizations (e.g., ASU, hospital(s), Office of the Medical Examiner, and so forth).

**Planning Assumptions:**

1. After an incident, family members and friends will immediately seek information related to their family. If unable to reach them, seekers may call a variety of numbers, including 911 in an effort to reunify. In addition to calling, they may self-report to the scene of the incident or other locations like the medical facility they believe their family was taken.
2. Coordination among responding agencies about family members, missing persons, and patient tracking will be necessary.
3. Families will have high expectations regarding:
4. Identification of the deceased,
5. The return of loved ones and their belongings,
6. Accurate and timely information and updates.
7. Victim identification may take multiple days, weeks, months or even years.
8. Not all families will grieve or process information in the same way.
9. Ethnic and cultural traditions will be important factors in the way families grieve or process information.
10. Responding to a mass casualty or mass fatality incident can be overwhelming and lead to traumatic stress. Support for staff will be essential.
11. There are no defined criteria governing the number of victims or type of emergency required to activate an Emergency Call Center. In the event a local jurisdiction needs the support of an Emergency Call Center, the activation may occur through processes that may be defined within this planning guide.

**Definitions Used by All Family Reunification Initiative Partners**

|  |  |
| --- | --- |
| **Reunification** | The process of reuniting family members with their missing or deceased loved one. |
| **Emergency Call Center** | A location that can be activated following an incident that taxes the local community to serve as a communication hub. The center can provide information as well as collect information from families and friends of possible victims (integrates Medical Examiner/Coroner interviews). In addition, they can direct families and friends to appropriate Hospital Reception Sites, Family Reunification Centers, or Family Assistance Centers for reunification and assistance. Finally, they can help direct others (i.e. media) to the appropriate resources. |
| **Family Assistance Center**  **(Long-Term)** | Following an extraordinary, mass casualty, or mass fatality incident, this designated county or state space is established as a centralized location for families (and friends) to gather, receive information about the victims and grieve, protect families from the media and curiosity seekers, facilitate information sharing to support family reunification (e.g., direct families to Hospital Reception Sites if victims are known to have been transported to the location), and provide death notification when patients die and identity is known. This Center is long-term and may target delivery of a range of services and/or may focus on families and friends of missing or deceased victims. |
| **Family Reunification Center**  **(Short-Term)** | In the immediate hours after an extraordinary, mass casualty, or mass fatality incident, this designated community space is established as a centralized location for families (and friends) to gather, receive information about the victims and grieve, protect families from the media and curiosity seekers, facilitate information sharing to support family reunification (e.g., direct families to Hospital Reception Sites if victims are known to have been transported to the location), and provide death notification when patients die and identity is known. This Center is short-term and may be replaced by a Family Assistance Center or shelter in the event the County or State or other jurisdiction deems this to be necessary. |
| **Hospital Reception Site** | A hospital space designated to provide a private and secure place for families to gather, receive information about the patients and grieve, protect families from the media and curiosity seekers, facilitate information sharing with other hospitals and partners to support family reunification (e.g., direct families to Family Reunification Centers if victims are missing), and provide death notification when patients die and identity is known. |
| **Family** | Any individuals that consider themselves to be a part of the victim’s family, even if there is not a legal familial relationship. This could include friends, partners, caretakers and loved ones that have defined themselves or are indicated by other family members to be “family”. |
| **Immediate Family** | A defined group of relations, used in rules or laws to determine which members of a **person's**[**family**](http://en.wikipedia.org/wiki/Family) are affected by those rules. It normally includes a person's parents, spouses, siblings and children. |
| **Custodial Parent** | The parent, also considered the primary care parent, a child resides with full time. Most custodial parents have been awarded physical custody of a child by a court of law. |
| **Legal Guardian** | A person or entity who has been granted the legal authority (and the corresponding duty) to care for the personal and property interests of another person, called a ward. |
| **Legal Next of Kin** | The nearest blood relatives of a person who has died, including the surviving spouse. |
| **Separated Children** | Children who have been separated from both parents or from their previous legal or customary primary caregiver, but not necessarily from other relatives. These may, therefore, include children accompanied by other adult family members. |
| **Unaccompanied Minors** | Children who have been separated from both parents, legal guardians, and other relatives and are not being cared for by an adult who, by law or custom, is responsible for doing so (18 or under). |

**The Command Chart used by ALL Family Reunification Initiative Partners is displayed on the next page.**



**Activation:** The ECC may be activated as part of disaster response operations. The decision to activate the ECC is made at the discretion of the local Incident/Unified Commander, and may be in consult with the Emergency Operations Center (EOC) Manager. Again, there are no “pre-identified” triggers in this guide as it is impossible to predict how incidents will impact the community. Finally, it is impossible to account for political or other factors that will drive, at the local level, a decision to activate the ECC.

ASU has a call center that functions 24/7. Upon activation, the ASU ECC will either surge or use on duty personnel to handle calls from the community.

The ECC Division Supervisor, in conjunction with members from Command and General Staff functions (e.g. Public Information Officer [PIO]), will conduct meetings to determine:

* Public messages that the call center staff can share with outside stakeholders,
* If and when to activate the entire Reunification process, and
* A schedule for on-going updates.

At ASU, the PIO will release important numbers to the community:

1. A local number for international calls and
2. (844-864-8327) for toll free calls within the United States.

Publication of the 1-844 telephone number will be done in an effort to divert high volumes of traffic from the 911 system, local police, fire, and hospital dispatch centers, and provide family with point of contact they can use throughout the incident.

Based on the type and size of incident, the ECC Division Supervisor will determine:

* The need to activate the emergency translational service.
* The need for additional internal staff and changes in operational period(s),
* The need for external support,
* And the need to produce and distribute customized messages or instructions for call takers.

Responsibilities for the ECC Division Supervisor are defined in the ECC Division Supervisor section of this document.

During activation, personnel from ASU (aka Internal Mental Health Team) and surrounding community partners (aka Crisis Response Unit) may be asked to staff a reunification area inside the ECC. The ASU call center, in addition to providing a physical location will also provide “just-in-time” training as needed.

During activation, trained call takers will use the template to gather information from callers needing assistance. That information will be given to the Data Research Unit upon their arrival.

**Site Selection:** The Site Selection list for standing up the ECC is offered in the Attachments and should be considered as the preferable guideline to pre-qualify facility for use as an ECC. These and other responsibilities for the ECC Division Supervisor are defined in the ECC Division Supervisor section of the Attachments.

**Call Taker Work:** Flow Charts for the call taking when translation a) is not yet available and b) is available are displayed in the next two pages. The difference in the two pertains to the stress on the system in terms of requirements for non-English speaking callers.

**ECC Flow Chart – No Translator Available Yet**



**ECC Flow Chart – Translator Now Available**



**Attachments**

A – Site Selection Worksheet.

B – Job Summaries, Checklists, and Applicable Information for Positions:

1. Reunification Branch Manager.
2. Emergency Call Center Division Supervisor.
3. Credentialing Unit Leader.
4. Call Taker Unit Leader.
5. Data Research Unit Leader.
6. Family Contact Unit Leader.
7. Hospital Liaison Unit Leader.
8. Security Unit Leader.

C – Attendance Roster.

D – ASU-Specific Flow Charts:

* + - 1. ASU’s Activation Following Alert.
      2. ASU’s Interactive Voice Response (IVR) Flow Chart.

**Attachment A - Site Selection Worksheet**

1. Site accessibility:
2. Location \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. The location should accommodate the following:
   * + Large enough area to handle a potentially large volume of external support positions.
     + Limited and controlled access.
     + Access to restrooms.
     + Sufficient seating (chairs and tables).
     + Areas close by for private conversation/notification (screens and curtains).
     + Refreshments.
     + Access to communications.
3. Communications:
   * Phones.
   * Phone translation services available.
   * Computer access
   * Access to social media sites.
   * External communications.
4. International language response capacity:

* Translators identified who are available to accommodate needs.
* Translation service is identified for activation.

1. Usable space and resources (ADA compliant):
   * Large indoor space to accommodate needs listed.
   * Multiple exterior ingress/egress points (preferably two egress points).
   * Proximity to restrooms, tap water source, telephone and security station.
   * Controlled heating/air conditioning.
   * Flow consideration for ECC required areas to include:

* Reception and badging area.
* Briefing area.
* Break room.
  + Food preparation and/or consumption, including any applicable cultural or religious considerations regarding the types of food permitted on the premises.
  + Ability to support communications and technological infrastructure, including expected power load and data transmission capability.
  + Telephones available in facility.
  + Tables and chairs available on-site.
  + Facility conforms with jurisdiction and Federal regulations:
    - Certificate of Occupancy,
    - OSHA facility requirements,
    - ADA compliant or modifiable to be compliant (including all access/egress), and
    - Affirmative Action Compliance criteria Security.

1. Safety:
   * Easily secured perimeter.
   * Endorsement of local law enforcement.
2. Issues that may impact activation of the Community Call Center(s) for which contingency plans should be considered:

* Building integrity.
* Power (Note: The ASU Help Desk call center is equipped with backup diesel powered generator in the event of power outage. This unit has enough diesel fuel stored to supply power for 24 hours.).
* Flooding.
* Fire.
* Infrastructure.
* Network connectivity.
* Impacts to phones (VOIP).
* Impacts to internet connectivity.
* Impacts to building network resources.
* Other safety concerns.
* Imminent human threat.
* Traffic Issues that impact staffing.

**Attachment B. 1. – Reunification Branch Director**



Mission: It is the mission of the Reunification Branch Director to activate necessary Divisions (i.e. Emergency Call Center, Family Reunification, etc.). The Reunification Branch Director will report to the Operation Section Chief with information that is pertinent for a continuous and good situational awareness.

This position may be called upon to communicate with the Family Reunification Center Division Supervisor. The Reunification Branch Director is the connector for the reunification center supervisor positions and Hospital Incident Command (HICs) Operations Section Chief to the jurisdictional command.

**Checklist for the Reunification Branch Director**

1. Notify External Partners, as needed:

* Arizona Department of Health Services.
* Behavioral Health Services.
* Medical Examiner Services.

**Attachment B. 2. – Emergency Call Center (ECC) Division Supervisor**



Mission: It is the mission of the ECC Division Supervisor, in consultation with the (if established); the Reunification Branch Director, Operation Section Chief, Public Information Officer, Incident Commander, and if appropriate the Emergency Operation Center Manager, to activate and manage the ECC and ensure that all necessary units are activated, if needed. Depending on the size of the event, it is possible that the ECC may activate without standing up the entire Reunification Branch.

When activated, this position reports to the Reunification Branch Director and may be called upon to communicate with the Family Reunification Center Division Supervisor(s) and the Hospital Reception Site Division Supervisor(s). The EEC Division Supervisor verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned, per the Site Selection Checklist. This position monitors compliance to guidance, mediating and addressing any challenges that may impact service, efficiency, and productivity. The position communicates progress to the Branch Director and communicates with the other divisions to maintain effective operations.

The ECC Division Supervisor will communicate on-going costs through the chain of command to the Admin-Finance Section (if activated), or Command. The position assigns and directs the workflow to ensure excellent service is delivered through appropriate staff planning and scheduling to meet/exceed all of the disaster response goals. The EEC Division Supervisor also identifies improvement opportunities and assists with establishment and implementation of practices to achieve desired improvements. This Supervisor participates in disaster team planning to meet established objectives.

**ECC Division Supervisor Checklist**

ECC Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Situation Briefing:**

* Received situation update briefing from Command, Operation Section Chief, or Branch Director.

**Operational Period:**

* Received information related to the operational period.

**Anticipated operational period: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Additional Staffing Needs (see Internal Staff Form following Checklist):**

* + Credentialing Unit.
  + Call Taker Unit.
  + Data Research Unit (assigned to crisis response team).
  + Family Contact Unit (assigned to crisis response team if activated).
  + Hospital Liaison Unit (assigned to crisis response team).
  + Security Unit.
  + Translation Services.

**Communications:**

* Establish with Branch Director, Operation Section Chief, Command, or EOC.
* Establish with Reunification Center.
* Establish with Hospital Staff via the Hospital Liaison Unit (for reunification).
* Establish with ASU Public Information officer.
* Receive briefing from the Reunification Branch Director.
* Document all key activities, actions, and decisions.
* Notify and distribute job assignment, checklist information, maps and other logistical information to all Unit Leaders.
* Distribute contact information provided by the Reunification Branch Director.
* Instruct all ECC unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate ECC unit staff; and report needs for additional staff or resources.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from Unit Leaders at scheduled intervals and provide that information to the Reunification Branch Director.
* Distribute information provided by the Reunification Branch Director to the appropriate unit leaders or entire team.

**Logistical Needs:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Additional Activities:**

* Distribute contact information provided by the Reunification Branch Director.
* Instruct all EEC unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from Unit Leaders at scheduled intervals and provide that information to the Reunification Branch Director.
* Distribute information provided by the Reunification Branch Director to the appropriate unit leaders or entire team.
* Ensure physical readiness through proper nutrition, water intake, rest, and stress management techniques.
* Observe all staff and volunteers for signs of stress.
* Upon relief (e.g., shift change), brief the replacement on the status of all ongoing operations, issues, and other relevant incident information.

**Demobilization:**

* As needs for the ECC decrease, notify Reunification Branch Director and demobilize when appropriate.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the Unit Leaders and give them to Planning/ Documentation Unit.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the Branch Director.
* Upon deactivation of your position, brief the Reunification Branch Director on current problems, outstanding issues, and follow-up requirements.
* Upon deactivation of the position, ensure all documentation and FRC Operational Logs are submitted to the Planning, Documentation Unit.
* Submit written comments to the Reunification Branch Director for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommendations for procedure changes.
* Section accomplishments and issues.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Credentialing Unit |  |  |
| Call Taker Unit |  |  |
| Data Research Unit |  |  |
| Family Contact Unit |  |  |
| Hospital Liaison Unit |  |  |
| Security Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**Attachment B. 3 –** **Credentialing Unit Leader**



Mission: It is the mission of the Credentialing Unit Leader to staff, equip, supply, and oversee the Credentialing Unit. The position will report directly to the ECC Division Supervisor unless that position is not established at which time they will report directly to the Reunification Branch Director.

The position verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned. This position monitors compliance to guidance, mediating and ameliorating any challenges that may impact service, efficiency, and productivity.

This position works closely with the Security Unit Leader to make certain all personnel in the area are authorized to be there. In addition, ther are responsible for making certain media and other personnel do not gain access to the ECC. .

**Checklist for the Credentialing Unit Leader**

Credentialing Unit Leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for other Unit Leaders: (**see chart following checklist**)

**Situation Briefing:**

* Received briefing from Division Supervisor**.**

**Operational Period:**

* Received information related to the operational period.

**Additional Staffing Needs:**

* + Activate staffing using the Internal Staff List provided following the Checklist.

**Additional Equipment and Supply Needs:**

* + - Obtain maps, logistical information, and plans.
    - Communicate to EEC Division Supervisor needed equipment and supplies that are not immediately obtainable.

**Communications:**

* Establish communications with Branch Director, Operation Section Chief, Command, or EOC.
* **Activate additional support personnel.**
* Distribute job assignment, checklist information, maps and other logistical information to all unit members, as needed.
* Remind all unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Report planning priorities to the EEC Division Supervisor.
* Communicate with the Security Unit Leader regarding any known cautions or concerning observations about staff.
* Document all key activities, actions, and decisions.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from staff at scheduled intervals and provide that information to the EEC Division Supervisor.
* Distribute information provided by the EEC Division Supervisor to the appropriate staff.
* Consult with EEC Division Supervisor regarding formal evaluations for staff.
* Report demobilization opportunities to the EEC Division Supervisor.
* Coordinate stress management debriefings for all personnel.

**Logistical Plans Based on Operational Period and Other Factors:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Assessments:**

* + Announce operational period to staff.
  + Establish planning priorities.
  + Determine if there are any medical or non-medical needs specifically needed by staff entering the facility, including whole community needs.
  + Conduct safety briefing with staff to include: evacuation routes, facility amenities, and so forth.

**Demobilization:**

* As instructed by the EEC Division Supervisor, demobilize.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the unit staff and give them to EEC Division Supervisor.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the EEC Division Supervisor.
* Conduct formal or informal evaluation of staff.
* Upon deactivation of your position, brief the FRC Division Supervisor on current situation, outstanding issues, and follow-up requirements.
* Upon deactivation of your position, ensure all documentation and EEC Operational Logs are submitted to the EEC Division Supervisor.
* Submit written observations to the EEC Division Supervisor for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommend procedural changes.
* Document section accomplishments and opportunities for improvement.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff List**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Call Taker Unit |  |  |
| Data Research Unit |  |  |
| Family Contact Unit |  |  |
| Hospital Liaison Unit |  |  |
| Security Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**Attachment B. 3. –** **Call Taker Unit Leader**



Mission: It is the mission of the Call Taker Unit Leader to staff, equip, supply, and oversee the Call Taker Unit. The position will report directly to the EEC Division Supervisor unless that position is not established at which time they will report directly to the Reunification Branch Director.

The position verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned. This position monitors compliance to guidance, mediating and ameliorating any challenges that may impact service, efficiency, and productivity.

The leader supervises the Call Taker Unit in the ECC. The Unit Leader monitors Call Taker production, providing direct and timely feedback on results to ensure timely, compassionate, and effective response, research, referral, and resolution of issues.

The Unit Leader maintains a connection to off-site ECC support, such as linked call centers. This Leader participates in disaster team planning to meet established objectives. The position also identifies caller service improvement opportunities and assists with establishment and implementation of practices to achieve desired improvements.

Finally, this Unit Leader and team attempts to: maximize caller experience by resolving problems, disseminates approved information, oversees and resolves service problems through complaint resolution. Call takers will not be assigned if there is a possibility that their family or individuals known to them may be victims of the incident until such time that all are accounted for.

**Checklist for the Call Taker Unit Leader**

Call Taker Unit Leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for other Unit Leaders: (**see chart following checklist**)

**Situation Briefing:**

* Received briefing from Division Supervisor**.**

**Operational Period:**

* Received information related to the operational period.

**Additional Staffing Needs:**

* + Activate staffing using the Internal Staff List provided following the Checklist.

**Additional Equipment and Supply Needs:**

* + - Obtain maps, logistical information, and plans.
    - Communicate to EEC Division Supervisor needed equipment and supplies that are not immediately obtainable.

**Communications:**

* Establish communications with Branch Director, Operation Section Chief, Command, or EOC.
* **Activate additional support personnel.**
* Distribute job assignment, checklist information, maps and other logistical information to all unit members, as needed.
* Remind all unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Report planning priorities to the EEC Division Supervisor.
* Communicate with the Security Unit Leader regarding any known cautions or concerning observations about staff.
* Utilizing the Call Taker Form, ensure all unit staff comply to this Form (follows Staff Intake Form).
* Document all key activities, actions, and decisions.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from staff at scheduled intervals and provide that information to the EEC Division Supervisor.
* Distribute information provided by the EEC Division Supervisor to the appropriate staff.
* Consult with EEC Division Supervisor regarding formal evaluations for staff.
* Report demobilization opportunities to the EEC Division Supervisor.
* Coordinate stress management debriefings for all personnel.

**Logistical Plans Based on Operational Period and Other Factors:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Assessments:**

* + Announce operational period to staff.
  + Establish planning priorities.
  + Determine if there are any medical or non-medical needs specifically needed by staff entering the facility, including whole community needs.
  + Conduct safety briefing with staff to include: evacuation routes, facility amenities, and so forth.

**Demobilization:**

* As instructed by the EEC Division Supervisor, demobilize.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the unit staff and give them to EEC Division Supervisor.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the EEC Division Supervisor.
* Conduct formal or informal evaluation of staff.
* Upon deactivation of your position, brief the FRC Division Supervisor on current situation, outstanding issues, and follow-up requirements.
* Upon deactivation of your position, ensure all documentation and EEC Operational Logs are submitted to the EEC Division Supervisor.
* Submit written observations to the EEC Division Supervisor for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommend procedural changes.
* Document section accomplishments and opportunities for improvement.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff List**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Credentialing Unit |  |  |
| Data Research Unit |  |  |
| Family Contact Unit |  |  |
| Hospital Liaison Unit |  |  |
| Security Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**Call Taker Interview Script Template**

1. My name is (fill in first name and note what it is here).
2. You are calling the Emergency Call Center.
3. Are you calling about a friend or family member at (fill in location the incident)?

a. If caller is calling about a friend or family member, move to number “4” in the script below.

b. If caller is calling about volunteering, donations, refer them to the designated line for recorded response.

c. If caller is calling about media, refer the individual to the PIO at (insert number).

d. If caller is calling about general information about the incident, refer the individual to (fill in details).

e. If caller is highly agitated or emotional, refer the individual to the Crisis Response Team at (insert number).

1. What reason do you have to believe your friend or family member was at that location?
2. Who are you calling about? Please give the full name(s).
3. What is your full name?
4. What telephone number would you like us to use to call you back?
5. What is your relationship to the individual you are calling about?
6. What is the person’s name (for each person, complete a separate call sheet)?
7. What is the person’s age?
8. What is the person’s date of birth?
9. What is the person’s weight?
10. What is the person’s height?
11. What is the person’s race?
12. What is the person’s hair color?
13. How long is the person hair?
14. What is the person’s eye color?
15. What is the person’s gender?
16. Does this person have any tattoos or other distinguishing marks on the body? If so, what and where are these located?
17. What is this person’s primary language?
18. What is the best number to use to call you back?
19. Do you have a picture of the person you can email? If so, what is your email address?
20. Is there any additional information you want to share?
21. Someone will get back to you as soon as we have additional information about your friend or family member.

**Attachment B. 4. – Data Research Unit Leader**



Mission: It is the mission of the Data Research Unit Leader to staff, equip, supply, and oversee the Data Research Unit. The position will report directly to the EEC Division Supervisor unless that position is not established at which time they will report directly to the Reunification Branch Director.

The position verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned. This position monitors compliance to guidance, mediating and ameliorating any challenges that may impact service, efficiency, and productivity.

This leader monitors the Data Research Unit’s production and provides feedback on results to ensure timely and effective research and resolution of issues. This Supervisor participates in disaster team planning to meet established objectives.

The unit maintains integrity of the data entered into EMTrack as well as the delivery of information to the Hospital Liaison and Family Contact Unit. As needed this unit will receive just-in-time instruction on equipment and instruction from the Arizona Department of Health Services’ (ADHS) patient tracking Subject Matter Expert (SME) related to EMTrack.

The Data Research Unit is comprised of behavioral health or medical personnel. It searches EMTrack, the patient data tool used in Arizona, to match the characteristics of potential victims to patients identified by the hospitals. In addition, it can be used to track; deceased declared by the Office of the Medical Examiner, individuals forwarded by the Family Reunification Center, and individuals reported by family and friends to local authorities.

The Data Research Unit works closely with the Hospital Liaison Unit to validate findings, after which matches are released to the Family Contact Unit for family and friend notification. The Data Research Unit documents all findings on the written Call Taker sheets. Data Research Unit information is delivered to the ADHS patient tracking SME to update EMTrack, as appropriate.

**Checklist for the Data Research Unit Leader**

Data Research Unit Leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for other Unit Leaders: (**see chart following checklist**)

**Situation Briefing:**

* Received briefing from Division Supervisor**.**

**Operational Period:**

* Received information related to the operational period.

**Additional Staffing Needs:**

* + Activate staffing using the Internal Staff List provided following the Checklist.

**Additional Equipment and Supply Needs:**

* + - Obtain maps, logistical information, and plans.
    - Communicate to EEC Division Supervisor needed equipment and supplies that are not immediately obtainable.

**Communications:**

* Establish communications with Branch Director, Operation Section Chief, Command, or EOC.
* **Activate additional support personnel.**
* Distribute job assignment, checklist information, maps and other logistical information to all unit members, as needed.
* Remind all unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Report planning priorities to the EEC Division Supervisor.
* Communicate with the Security Unit Leader regarding any known cautions or concerning observations about staff.
* Document all key activities, actions, and decisions.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from staff at scheduled intervals and provide that information to the EEC Division Supervisor.
* Distribute information provided by the EEC Division Supervisor to the appropriate staff.
* Consult with EEC Division Supervisor regarding formal evaluations for staff.
* Report demobilization opportunities to the EEC Division Supervisor.
* Coordinate stress management debriefings for all personnel.

**Logistical Plans Based on Operational Period and Other Factors:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Assessments:**

* + Announce operational period to staff.
  + Establish planning priorities.
  + Determine if there are any medical or non-medical needs specifically needed by staff entering the facility, including whole community needs.
  + Conduct safety briefing with staff to include: evacuation routes, facility amenities, and so forth.

**Demobilization:**

* As instructed by the EEC Division Supervisor, demobilize.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the unit staff and give them to EEC Division Supervisor.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the EEC Division Supervisor.
* Conduct formal or informal evaluation of staff.
* Upon deactivation of your position, brief the FRC Division Supervisor on current situation, outstanding issues, and follow-up requirements.
* Upon deactivation of your position, ensure all documentation and EEC Operational Logs are submitted to the EEC Division Supervisor.
* Submit written observations to the EEC Division Supervisor for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommend procedural changes.
* Document section accomplishments and opportunities for improvement.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff List**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Credentialing Unit |  |  |
| Call Taker Unit |  |  |
| Family Contact Unit |  |  |
| Hospital Liaison Unit |  |  |
| Security Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**Attachment B. 5. – Family Contact Unit Leader**



Mission: It is the mission of the Family Contact Unit Leader to staff, equip, supply, and oversee the Family Contact Unit. The position will report directly to the EEC Division Supervisor unless that position is not established at which time they will report directly to the Reunification Branch Director.

The position verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned. This position monitors compliance to guidance, mediating and ameliorating any challenges that may impact service, efficiency, and productivity.

This position supervises the Family Contact Unit in the ECC to ensure timely, compassionate, and effective communications with family and friends of potential disaster victims. The Leader communicates with the Security Unit to comply with any known restraint orders or issues that may affect proper notification of family and friends of a potential victim. The Leader is responsible for just-in-time training for unit personnel should the need arise.

The Family Contact Unit Leader facilitates with the Data Research Unit Leader and dialogues with staff of the ECC who have had traumatic calls and require a supportive environment to compose. This Leader participates in disaster team planning to meet established objectives.

The Family Contact Unit is comprised of behavioral health personnel. It secures necessary translational services, monitors referrals, and resolves issues of family and friends who have called seeking information about potential victims. The Family Contact Unit provides call triage and caller referral to appropriate destinations following verification of victim locations, such as hospitals, the Family Reunification Center, clergy, and/or other therapeutic intervention(s).

**Checklist for the Family Contact Unit Supervisor**

Family Contact Unit Leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for other Unit Leaders: (**see chart following checklist**)

**Situation Briefing:**

* Received briefing from Division Supervisor**.**

**Operational Period:**

* Received information related to the operational period.

**Additional Staffing Needs:**

* + Activate staffing using the Internal Staff List provided following the Checklist.

**Additional Equipment and Supply Needs:**

* + - Obtain maps, logistical information, and plans.
    - Communicate to EEC Division Supervisor needed equipment and supplies that are not immediately obtainable.

**Communications:**

* Establish communications with Branch Director, Operation Section Chief, Command, or EOC.
* **Activate additional support personnel.**
* Distribute job assignment, checklist information, maps and other logistical information to all unit members, as needed.
* Remind all unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Report planning priorities to the EEC Division Supervisor.
* Communicate with the Security Unit Leader regarding any known cautions or concerning observations about staff.
* Document all key activities, actions, and decisions.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from staff at scheduled intervals and provide that information to the EEC Division Supervisor.
* Distribute information provided by the EEC Division Supervisor to the appropriate staff.
* Consult with EEC Division Supervisor regarding formal evaluations for staff.
* Report demobilization opportunities to the EEC Division Supervisor.
* Coordinate stress management debriefings for all personnel.

**Logistical Plans Based on Operational Period and Other Factors:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Assessments:**

* + Announce operational period to staff.
  + Establish planning priorities.
  + Determine if there are any medical or non-medical needs specifically needed by staff entering the facility, including whole community needs.
  + Conduct safety briefing with staff to include: evacuation routes, facility amenities, and so forth.

**Demobilization:**

* As instructed by the EEC Division Supervisor, demobilize.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the unit staff and give them to EEC Division Supervisor.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the EEC Division Supervisor.
* Conduct formal or informal evaluation of staff.
* Upon deactivation of your position, brief the FRC Division Supervisor on current situation, outstanding issues, and follow-up requirements.
* Upon deactivation of your position, ensure all documentation and EEC Operational Logs are submitted to the EEC Division Supervisor.
* Submit written observations to the EEC Division Supervisor for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommend procedural changes.
* Document section accomplishments and opportunities for improvement.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff List**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Credentialing Unit |  |  |
| Call Taker Unit |  |  |
| Data Research Unit |  |  |
| Hospital Liaison Unit |  |  |
| Security Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**Attachment B. 6. – Hospital Liaison Unit Supervisor**



Mission: It is the mission of the Hospital Liaison Unit Leader to staff, equip, supply, and oversee the Hospital Liaison Unit. The position will report directly to the EEC Division Supervisor unless that position is not established at which time they will report directly to the Reunification Branch Director.

The position verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned. This position monitors compliance to guidance, mediating and ameliorating any challenges that may impact service, efficiency, and productivity.

This Leader manages the Hospital Liaison Unit in the ECC to validate with hospitals destinations of victims. The position identifies hospitals participating in an incident and confirms a hospital point of contact and relevant contact information to establish fluid communications. The position also establishes contact with the Office of the Medical Examiner (OME).

This Leader may assign staff to hospitals. The position receives information from the Data Research Unit on matched patients and contacts Hospital Liaison staff to verify findings. Once patient destinations are confirmed, information is reported to the Data Research and Family Contact Units to process notifications. As necessary, the Hospital Liaison Unit Leader may contact the OME to verify deaths. This Leader participates in disaster team planning to meet established objectives.

The Hospital Liaison Unit is comprised of medical personnel. Members report findings to the Hospital Liaison Unit Leader, complying with all HIPPA requirements (e.g., no patient illnesses/injuries). The Hospital Liaison Unit may be requested by the hospital point of contact to relocate to; Emergency Departments, Hospital Emergency Operations Centers, or other destinations to manage flow of information back and forth with the EEC. The position communicates with the Security Unit to comply with any known restraint orders or issues that may affect reunification of family and friends of a potential victim.

**Checklist for the Hospital Liaison Unit Supervisor**

Hospital Liaison Unit Leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for other Unit Leaders: (**see chart following checklist**)

**Situation Briefing:**

* Received briefing from Division Supervisor**.**

**Operational Period:**

* Received information related to the operational period.

**Additional Staffing Needs:**

* + Activate staffing using the Internal Staff List provided following the Checklist.

**Additional Equipment and Supply Needs:**

* + - Obtain maps, logistical information, and plans.
    - Communicate to EEC Division Supervisor needed equipment and supplies that are not immediately obtainable.

**Communications:**

* Establish communications with Branch Director, Operation Section Chief, Command, or EOC.
* **Activate additional support personnel.**
* Distribute job assignment, checklist information, maps and other logistical information to all unit members, as needed.
* Remind all unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Report planning priorities to the EEC Division Supervisor.
* Communicate with the Security Unit Leader regarding any known cautions or concerning observations about staff.
* Document all key activities, actions, and decisions.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from staff at scheduled intervals and provide that information to the EEC Division Supervisor.
* Distribute information provided by the EEC Division Supervisor to the appropriate staff.
* Consult with EEC Division Supervisor regarding formal evaluations for staff.
* Report demobilization opportunities to the EEC Division Supervisor.
* Coordinate stress management debriefings for all personnel.

**Logistical Plans Based on Operational Period and Other Factors:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Assessments:**

* + Announce operational period to staff.
  + Establish planning priorities.
  + Determine if there are any medical or non-medical needs specifically needed by staff entering the facility, including whole community needs.
  + Conduct safety briefing with staff to include: evacuation routes, facility amenities, and so forth.

**Demobilization:**

* As instructed by the EEC Division Supervisor, demobilize.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the unit staff and give them to EEC Division Supervisor.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the EEC Division Supervisor.
* Conduct formal or informal evaluation of staff.
* Upon deactivation of your position, brief the FRC Division Supervisor on current situation, outstanding issues, and follow-up requirements.
* Upon deactivation of your position, ensure all documentation and EEC Operational Logs are submitted to the EEC Division Supervisor.
* Submit written observations to the EEC Division Supervisor for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommend procedural changes.
* Document section accomplishments and opportunities for improvement.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff List**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Credentialing Unit |  |  |
| Call Taker Unit |  |  |
| Data Research Unit |  |  |
| Family Contact Unit |  |  |
| Security Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**External Hospital Contact List**

|  |  |  |
| --- | --- | --- |
| **Staff** | **Name** | **Cell** |
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**Attachment B. 6. – Security Unit Supervisor**



Mission: It is the mission of the Security Unit Leader to staff, equip, supply, and oversee the Security Unit. The position will report directly to the EEC Division Supervisor unless that position is not established at which time they will report directly to the Reunification Branch Director.

The position verifies that space, equipment, supplies, and staff are sufficient to handle the work assigned. This position monitors compliance to guidance, mediating and ameliorating any challenges that may impact service, efficiency, and productivity.

This Leader supervises the Security Unit in the ECC. The Security Unit Leader enables a safe and secure environment for other Units to perform their duties.

The Unit verifies that needed barricades, tape, and other supplies and equipment are available and accessible. The position also establishes communications with law enforcement and other key partners to understand situational awareness of activities that may impact operations, such as weather, actions of estranged family members, and arrival of recruited external Unit members. This Leader participates in disaster team planning to meet established objectives.

The Security Unit is responsible for the safety of the ECC, locking doors, managing access and egress, generating badges (as needed), issuing parking decals, and/or safety procedures defined by the Leader.

**Checklist for the Security Unit Supervisor**

Security Unit Leader: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for Division Supervisor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Information for other Unit Leaders: (**see chart following checklist**)

**Situation Briefing:**

* Received briefing from Division Supervisor**.**

**Operational Period:**

* Received information related to the operational period.

**Additional Staffing Needs:**

* + Activate staffing using the Internal Staff List provided following the Checklist.

**Additional Equipment and Supply Needs:**

* + - Obtain maps, logistical information, and plans.
    - Communicate to EEC Division Supervisor needed equipment and supplies that are not immediately obtainable.

**Communications:**

* Establish communications with Branch Director, Operation Section Chief, Command, or EOC.
* **Activate additional support personnel.**
* Distribute job assignment, checklist information, maps and other logistical information to all unit members, as needed.
* Remind all unit members to periodically evaluate equipment, supply, and staff needs and report status; address those needs with appropriate FRC unit staff; and report needs for additional staff or resources.
* Report planning priorities to the EEC Division Supervisor.
* Communicate with the Security Unit Leader regarding any known cautions or concerning observations about staff.
* Document all key activities, actions, and decisions.
* Assist with the establishment of the Incident Action Plan.
* Gain situational updates from staff at scheduled intervals and provide that information to the EEC Division Supervisor.
* Distribute information provided by the EEC Division Supervisor to the appropriate staff.
* Consult with EEC Division Supervisor regarding formal evaluations for staff.
* Report demobilization opportunities to the EEC Division Supervisor.
* Coordinate stress management debriefings for all personnel.

**Logistical Plans Based on Operational Period and Other Factors:**

* Electronic charging devices.
* Food and water for staff.
* Break-work cycle scheduling.

**Assessments:**

* + Announce operational period to staff.
  + Establish planning priorities.
  + Determine if there are any medical or non-medical needs specifically needed by staff entering the facility, including whole community needs.
  + Conduct safety briefing with staff to include: evacuation routes, facility amenities, and so forth.

**Demobilization:**

* As instructed by the EEC Division Supervisor, demobilize.
* Ensure the return/retrieval of equipment and supplies.
* Gather operational logs from the unit staff and give them to EEC Division Supervisor.
* Debrief staff on lessons learned and procedural/equipment changes needed. Provide formal evaluations of staff as required by the EEC Division Supervisor.
* Conduct formal or informal evaluation of staff.
* Upon deactivation of your position, brief the FRC Division Supervisor on current situation, outstanding issues, and follow-up requirements.
* Upon deactivation of your position, ensure all documentation and EEC Operational Logs are submitted to the EEC Division Supervisor.
* Submit written observations to the EEC Division Supervisor for discussion and possible inclusion in the after-action report; topics include:
* Review of pertinent position descriptions and operational checklists.
* Recommend procedural changes.
* Document section accomplishments and opportunities for improvement.
* Participate in stress management and after-action debriefings.
* Participate in other briefings and meetings as required.

**Internal Staff List**

|  |  |  |
| --- | --- | --- |
| **Unit** | **Name** | **Cell** |
| Credentialing Unit |  |  |
| Call Taker Unit |  |  |
| Data Research Unit |  |  |
| Family Contact Unit |  |  |
| Hospital Liaison Unit |  |  |
| Translation Services Unit |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |
| (Additional Staff) |  |  |

**Attachment C – Attendance Roster**

| **Last Name** | **First Name** | **Agency/Department** | **ECC Role Assignment** | **E-mail Address** | **Signature** |
| --- | --- | --- | --- | --- | --- |
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**Attachment D. 1. – ASU’s Activation Following Alert**

**Attachment D. 2. – ASU’s Interactive Voice Response (IVR) Flow Chart**



