



## UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

PERSONNEL AND  
READINES

December 10, 2010

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Directive-Type Memorandum (DTM) 10-023, Emergency Family Assistance

References: See Attachment 1

Purpose. This DTM, in accordance with the authority in DoD Directive 5124.02 (Reference (a)), establishes policy, assigns responsibilities, and provides uniform guidelines for the provision of Emergency Family Assistance, as authorized by law, to DoD personnel and their families in the event of an all-hazards incident as part of the overall installation emergency management plan required by DoD Instruction 6055.17 (Reference (b)). This DTM is effective upon its publication to the DoD Issuances Website; it shall be incorporated into Reference (b) and DoD Instruction 1342.22 (Reference (c)). This DTM shall expire effective June 16, 2011.

Applicability. This DTM applies to:

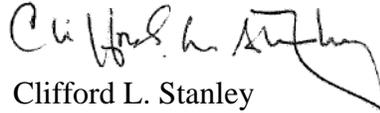
- OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (hereafter referred to collectively as the “DoD Components”).
- All DoD personnel and their families living or working on DoD installations worldwide.

Definitions. The term “all-hazards” is defined in Reference (b).

Policy. In accordance with Reference (a) and consistent with Reference (b), it is DoD policy to provide compassionate, coordinated assistance and support to DoD personnel and their families in the event of an all-hazards incident. The requirements for Emergency Family Assistance, developed using recommendations from the Report of the DoD Independent Review (Reference (d)) and the DoD After Action Report (Reference (e)), are in Attachment 2.

Responsibilities. See Attachment 3.

Releasability. UNLIMITED. This DTM is approved for public release and is available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

  
Clifford L. Stanley

Attachments:  
As stated

**DISTRIBUTION:**  
SECRETARIES OF THE MILITARY DEPARTMENTS  
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DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DoD FIELD ACTIVITIES  
DIRECTOR, DoD EMERGENCY MANAGEMENT STEERING GROUP

ATTACHMENT 1

REFERENCES

- (a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (b) DoD Instruction 6055.17, "DoD Installation Emergency Management (IEM) Program," January 13, 2009
- (c) DoD Instruction 1342.22, "Family Centers," December 30, 1992
- (d) Report of the DoD Independent Review, "Protecting the Force: Lessons From Fort Hood," January 2010
- (e) DoD After Action Report, "Response to the Terrorist Attack on the Pentagon: Pentagon Family Assistance Center After Action Report," March 2003
- (f) DoD Directive 5400.11, "DoD Privacy Program," May 8, 2007
- (g) DoD Instruction 6025.18, "Privacy of Individually Identifiable Health Information in DoD Health Care Programs," December 2, 2009
- (h) DoD Directive 5015.2, "DoD Records Management Program," March 6, 2000

ATTACHMENT 2

REQUIREMENTS FOR EMERGENCY FAMILY ASSISTANCE

1. EMERGENCY FAMILY ASSISTANCE PLANS

a. Development of a Plan. Every DoD installation shall develop and maintain a written statement of policy that establishes, implements, and sustains Emergency Family Assistance under the authority of the installation emergency management plan in accordance with Reference (b).

b. Plan Elements. At a minimum, Emergency Family Assistance plans, as required in section 3 of Attachment 3, shall include:

(1) Mission. Emergency Family Assistance plans shall describe the mission of Emergency Family Assistance Center as follows: “Emergency Family Assistance promotes short- and long-term recovery and the return to a stable environment and mission ready status for DoD personnel and their families following an all-hazards incident.” The Emergency Family Assistance Center shall be the central point for:

(a) Delivery of the services outlined in subparagraph 1.b(3)(e) of this attachment, which address the practical and emotional needs of families arising from the incident.

(b) Coordination of family assistance services from governmental and non-governmental entities.

(c) Continuous, authoritative, and factual family assistance information.

(2) Concept of Operations. The concept of operations shall describe the general sequence and scope of the family assistance response effort, and shall include:

(a) The sequence of activities for activating, sustaining, and deactivating an Emergency Family Assistance Center, including criteria for assessing the types of services required based on the type of incident.

(b) Organizational responsibilities and plans for coordination among organizations supporting the family assistance response effort.

(c) Execution of the Emergency Family Assistance plan, including plans for synchronization of services across the functional areas in subparagraphs 1.b(3)(d) and (e) of this attachment.

(d) Plans for assessing the need for community support.

(e) Integration of the Emergency Family Assistance plan as part of the installation emergency management plan.

(f) An activation equipment and materials checklist.

(3) Organizational Structure. Emergency Family Assistance plans shall describe the organizational structure for the Emergency Family Assistance Center and organizational and functional responsibilities. The organizational structure of the Emergency Family Assistance plan shall be captured in the installation emergency management plan. The Emergency Family Assistance Center organizational structure shall:

(a) Include the Emergency Family Assistance Center staffing structure, including lines of succession for key management and staff positions.

(b) Provide for the development of contact rosters.

(c) Include any memorandums of agreement, memorandums of understanding, or any other agreements with:

1. Emergency responders.

2. Relevant service providers (installation based and community based).

3. Other Service component commands.

4. Local, State, and Federal emergency management institutions.

(d) Address, at a minimum, responsibilities of the Emergency Family Assistance Center functional areas and the staff positions that comprise:

1. Management, which includes the Emergency Family Assistance Center director, a legal advisor, and a casualty and mortuary affairs advisor.

2. Administration, which includes volunteer coordination, documentation and reporting, communication, and registration functions.

3. Public affairs.

(e) Address the Emergency Family Assistance Center operational component, including the types of services to be provided to families, personnel requirements for such services, and coordination among service providers. At a minimum, Emergency Family Assistance plans shall address requirements for the provision of:

1. Medical triage and information on available medical services.

2. Coordination with casualty and mortuary affairs.
3. Religious and pastoral care.
4. Psychosocial services, including assessment, non-medical clinical counseling (inclusive of crisis intervention, stress counseling, and debriefs), and referrals to military or community medical providers for persons requiring mental health services.
5. Housing or temporary lodging services.
6. Transportation.
7. Translation services.
8. Child and youth services.
9. Legal services.
10. Financial services, including assistance with insurance, entitlements, and benefits.
11. Information and referral services.
12. Shelter management.
13. Personnel locator assistance.

(f) Address measures to provide security, access control, and protection of privacy in accordance with DoDD 5400.11 (Reference (f)) and DoDI 6025.18 (Reference (g)); privacy and security rules with respect to documentation of any medical services provided; and any casualty- and mortuary-related information, including media-neutral life cycle management (i.e., creation, maintenance, use, and disposition) of associated records (electronic or paper).

(g) Address measures to ensure media-neutral life cycle management (i.e., creation, maintenance, use, and disposition) of Emergency Family Assistance program records (paper and electronic) in accordance with DoDD 5015.2 (Reference (h)).

(h) Address coordination with installation family readiness groups, as appropriate.

(4) Administration and Logistics. This section of the plan shall address:

(a) Site and Facility. The Emergency Family Assistance plan shall list multiple site options for the delivery of Emergency Family Assistance in the event of an all-hazards incident. Site options shall:

1. Include installation- and community-based options.
2. Identify primary and secondary locations.
3. Be accessible, convenient, and secure. Proper security measures, which shall be in place throughout the duration of the emergency response, shall ensure the safety and comfort of individuals served and be coordinated with local law enforcement efforts.

4. Have adequate space to accommodate an intake area; private areas for the provision of services to families; a briefing room; work centers for Emergency Family Assistance Center staff; space for the provision of child and youth services; a command center with private meeting space; donation collection area; and space to visually display information for families.

(b) Equipment and Technology. The Emergency Family Assistance plan shall include equipment and technology requirements, including those that:

1. Enable the operation of a 24/7 telephone hotline.
2. Support accountability, assessment, communication, and reporting functions.

(c) Supplies. The Emergency Family Assistance plan shall include a supply list and actions for accessing required supplies in the event of an all-hazards incident.

(d) Transportation. The Emergency Family Assistance plan shall include requirements for various types of transportation support.

(e) Communications. The Emergency Family Assistance plan shall include requirements for regular communication with:

1. Persons affected by the incident.
2. Emergency Family Assistance Center staff, volunteers, and other organizations supporting the emergency response effort.
3. Installation emergency operations center.
4. Military Service headquarters.

(5) Procedures. The Emergency Family Assistance plan shall include guidelines and procedures for:

- (a) Referral of individuals for emergency relief supplies and donations.

(b) Collection and protection of information obtained from individuals served by the Emergency Family Assistance Center.

(c) Documentation of Emergency Family Assistance activities and preparation of an after-action report as required in section 5 of this attachment.

2. TRAINING. Those responsible for functions in subparagraph 1.b.(3)(d) and providers of the services listed in subparagraph 1.b.(3)(e) of this attachment shall be regularly trained on installation Emergency Family Assistance plans and procedures.

3. EDUCATION. Installation personnel and their families shall be provided with information on installation emergency response procedures, including location(s) of the Emergency Family Assistance Center in the event of an incident.

4. EMERGENCY FAMILY ASSISTANCE CENTER EXERCISES. Emergency Family Assistance Center plans shall be:

a. Tested annually as part of installation emergency management exercises in accordance with Reference (b).

b. Updated annually to address recommendations made because of installation emergency management exercises, if any.

5. REPORTING. In the event of an all-hazards incident, Emergency Family Assistance activities and lessons learned shall be documented in an after-action report in accordance with Service implementing guidance.

ATTACHMENT 3

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R) shall monitor compliance with this DTM.
  
2. DEPUTY UNDER SECRETARY OF DEFENSE FOR MILITARY COMMUNITY AND FAMILY POLICY (DUSD(MC&FP)). The DUSD(MC&FP), under the authority, direction, and control of the USD(P&R), shall appoint a representative to the DoD Emergency Management Steering Group consistent with Reference (b).
  
3. HEADS OF THE DOD COMPONENTS. The Heads of the DoD Components shall:
  - a. Establish implementing guidance in accordance with this DTM.
  
  - b. Ensure every DoD installation has a written plan for the provision of Emergency Family Assistance that addresses the requirements of this DTM and is integrated into overarching installation emergency management plans in accordance with Reference (b).