
UNIT 2. INCIDENT MANAGEMENT

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Unit 2. Incident Management

Unit Objectives

At the end of this unit, you should be able to:

- Describe how ICS improves incident management.
 - Explain how ICS applies to mass fatalities incident management.
-

Scope

The scope of this unit will include:

- Introduction and Unit Overview.
 - Lessons Learned and ICS.
 - Mass Fatalities and ICS.
 - Incident Facilities for Mass Fatalities Operations.
 - Unit Summary.
-

Time Plan

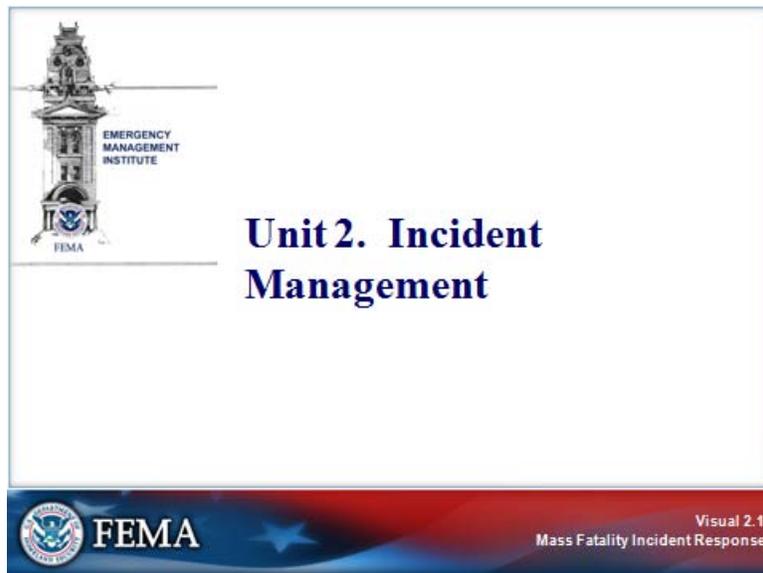
The suggested time plan for this unit is shown below.

Topic	Time
Introduction and Unit Overview	5 minutes
Lessons Learned and ICS	40 minutes
Mass Fatalities and ICS	15 minutes
Incident Facilities for Mass Fatalities Operations	25 minutes
Unit Summary	5 minutes
Total Time	1 hour 30 minutes

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INTRODUCTION AND UNIT OVERVIEW

Visual 2.1



Notes:

The topics for this unit will include:

- Lessons Learned and ICS.
- Federal Response Guidelines.
- Incident Facilities for Mass Fatalities Operations.

In day-to-day incidents, the issue of who is in charge can often be clear, and the response to these types of incidents usually is carried out with few problems.

During a mass fatalities incident, with its complex issues and large number of players, it is critical to know exactly who is in charge of what and when.

INTRODUCTION AND UNIT OVERVIEW

Unit Objectives

Visual 2.2

Unit Objectives

- Describe how ICS improves incident management.
- Describe how ICS provides organization to mass fatalities incident management.



 **FEMA** Visual 2.2
Mass Fatality Incident Response

Notes:

At the end of this unit, you should be able to:

- Describe how ICS improves incident management.
- Describe how ICS provides organization to mass fatalities incident management.

LESSONS LEARNED AND ICS

Visual 2.3

Lessons Learned From Mass Fatalities Incidents

Recovery and Inventory:

- **Who's job is it to do all those tasks?**
- **Which tasks take priority over the others?**
- **Where do I go to get the "stuff" I need to do those tasks?**
- **What about all the other "things" that are going on?**

Using ICS to manage recovery and processing will help answer all of these questions!

 **FEMA** Visual 2.3
Mass Fatality Incident Response

Notes:

Lessons learned from previous mass fatalities incidents have taught responders some valuable points.

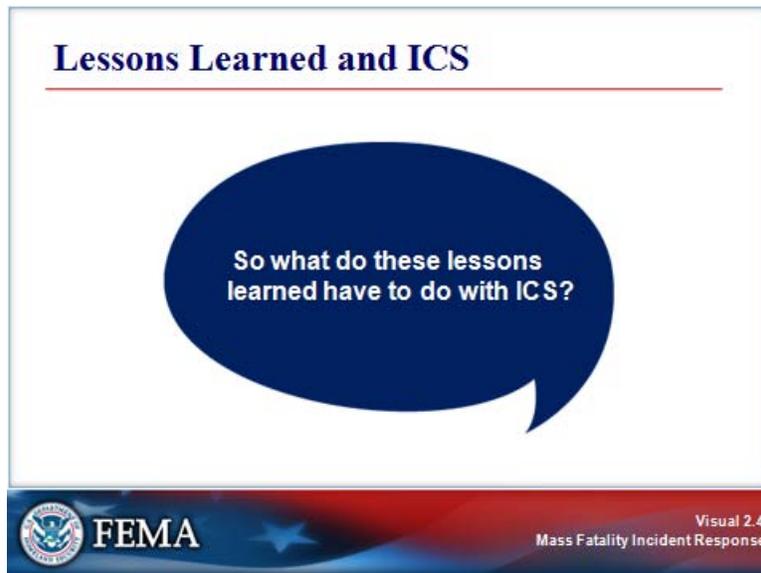
Lessons learned from these incidents include the questions that can arise during the process of recovery and remains processing. Note some of the questions that present themselves.

- Whose job is it to do all those tasks? Which personnel should be assigned to perform each of the required tasks?
- Which tasks take priority over the others? What needs to be done immediately and what can wait until the priority tasks have been completed?
- Where do I go to get the "stuff" I need to do those tasks? Where are the resources located that are required to complete the tasks?
- What about all the other things that are going on? The recovery and processing of remains following a mass fatalities incident are complex tasks. Recovery and processing do not occur in a vacuum. What about the other activities, including the tasks and the resources that are associated with other aspects of the response to an incident of this type?

Using ICS to manage recovery and processing will help answer all of these questions.

LESSONS LEARNED AND ICS

Visual 2.4



Notes:

So what do these lessons learned have to do with ICS?

LESSONS LEARNED AND ICS

Visual 2.5

The Bottom Line

- It's not "Who's in charge."
- It's "Who's responsible for what"
and
"Who needs to talk to whom."



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Visual 2.5
Mass Fatality Incident Response

Notes:

Note the bottom line:

- It's not "who's in charge": It isn't a matter of one person claiming the post of Incident Commander (or several persons vying for the position) with "everybody else" working as an unorganized response.
- It's "who's responsible for what" and "who needs to talk to whom": The point is who, from the top of the organization to the bottom, will carry out what tasks related to what functions, and how they communicate with the right people in an organized structure.

LESSONS LEARNED AND ICS

Visual 2.6

That said...

- All mass fatalities incidents start and end at the local level, unless there is a State system.
- You need firm understanding of local/State laws regarding mass fatalities, including:
 - Who has “management” responsibility to determine the cause and manner of death under law.
 - Who has “management” responsibility for collection, processing, and release of remains.



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 2.6 Mass Fatality Incident Response' on the right, all set against a red and blue background with a white star.

Notes:

In view of, and in conjunction with the Federal guidance, the students must be cognizant of the local and State roles and responsibilities.

- All mass fatalities incidents start and end at the local level unless there is a State system that supersedes local policy.
- All involved need a firm understanding of what the local/State laws are regarding mass fatalities, including:
 - Who has management responsibility to determine cause and manner of death under the law.
 - Who has management responsibility for collection, processing, and release of remains.

LESSONS LEARNED AND ICS

Visual 2.7

NYS County Law: Article 17 A

Coroner/Coroner Physician/Medical Examiner

- **Duties: “Jurisdiction and authority to investigate the death of every person dying within his county, or whose body is found within the county, which is or appears to be a:**
 - **Violent death: Criminal violence, suicide, or casualty**
 - **Death caused by unlawful act or criminal neglect**
 - **Death in a suspicious, unusual, unexplained manner**
 - **Death caused by suspected criminal abortion**
 - **Death unattended by a physician**



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Visual 2.7
Mass Fatality Incident Response

Notes:

- Duties—“jurisdiction and authority to investigate the death of every person dying within his county, or whose body is found within the county, which is or appears to be a:
 - Violent death: Criminal violence, suicide, or casualty.
 - Death caused by unlawful act or criminal neglect.
 - Death in a suspicious, unusual, unexplained manner.
 - Death caused by suspected criminal abortion.
 - Death unattended by a physician.

During a mass fatalities incident, however, the investigation will be conducted jointly with law enforcement authorities.

LESSONS LEARNED AND ICS

Visual 2.8

Concurrent Investigative Activities

Coroner/JP/ME:	Law Enforcement:
<ul style="list-style-type: none">▪ Scene documentation▪ Evidence identification▪ Personal effects & evidence recovery▪ Recovery of remains▪ Determination of cause and manner of death▪ Identification of remains▪ Sufficient documentation for court	<ul style="list-style-type: none">▪ Scene documentation▪ Evidence identification▪ Personal effects & evidence recovery▪ Recovery of remains▪ Criminal culpability▪ Identification of the suspects▪ Sufficient documentation for court

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Visual 2.8
Mass Fatality Incident Response

Notes:

Coroner/JP/ME activities include:

- Scene documentation.
- Evidence identification.
- Personal effects and evidence recovery.
- Recovery of remains.
- Determination of cause and manner of death.
- Identification of remains.
- Sufficient documentation for court.

LESSONS LEARNED AND ICS

Notes:

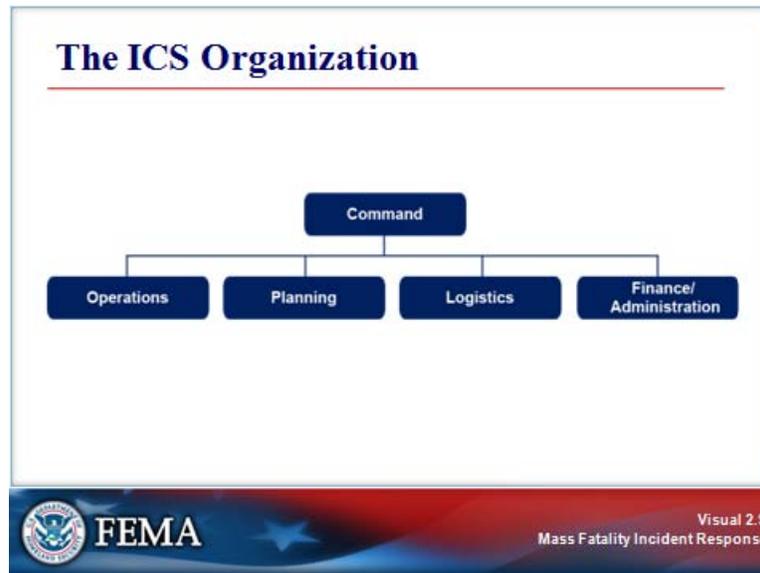
Law enforcement activities include:

- Scene documentation.
- Evidence identification.
- Personal effects and evidence recovery.
- Recovery of remains.
- Criminal culpability.
- Identification of the suspects.
- Sufficient documentation for court.

MASS FATALITIES AND THE INCIDENT COMMAND SYSTEM (ICS)

The ICS Organization

Visual 2.9



Notes:

The ICS Organization: Command and General Staff

The basic ICS organization consists of five management functions:

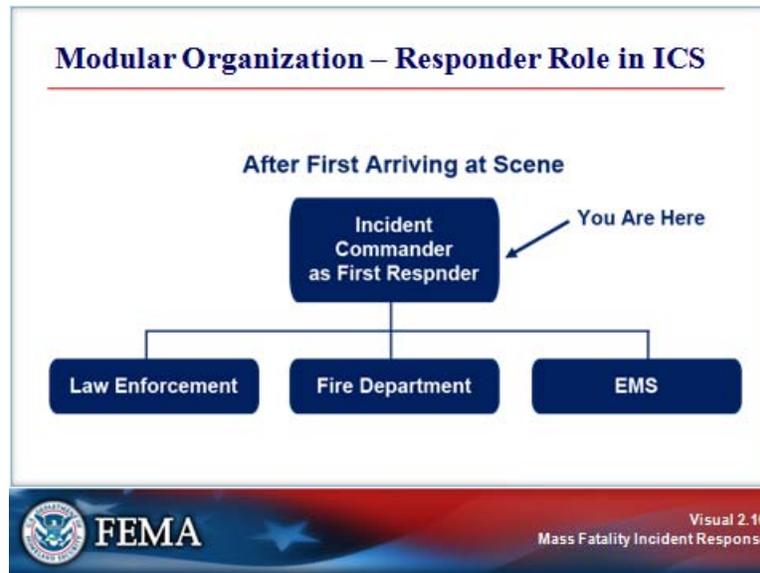
- Command Staff, which includes the Incident Commander, who is the person in charge of the scene, and the:
 - Public Information Officer, who handles all media inquiries and coordinates the release of information to the media from the Joint Information Center (JIC).
 - Safety Officer, who monitors safety conditions and develops measures for ensuring the safety of all assigned personnel.
 - Liaison Officer, who serves as the on-scene contact for other agencies assigned to the incident.
- General Staff, which includes the:
 - Operations Section Chief, who is responsible for carrying out the response activities described in the IAP.
 - Planning Section Chief, who is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources.
 - Logistics Section Chief, who is responsible for providing facilities, services, and materials for the incident, including essential personnel.
 - Finance/Administration Section Chief, who tracks incident costs and reimbursement accounting.

Each of these functions can be expanded or contracted to meet incident needs.

MASS FATALITIES AND THE INCIDENT COMMAND SYSTEM (ICS)

The ICS Organization

Visual 2.10



Notes:

ICS is a modular organization, in which the responder role develops as the incident progresses.

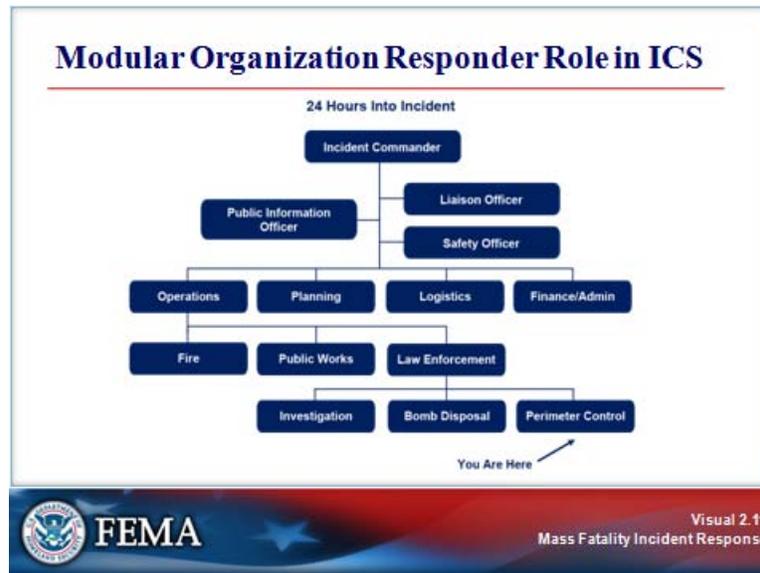
The first responder at the scene serves as the Incident Commander, who has the initial command over:

- Law enforcement personnel.
- Fire department personnel.
- Emergency medical services personnel.

MASS FATALITIES AND THE INCIDENT COMMAND SYSTEM (ICS)

The ICS Organization

Visual 2.11



Notes:

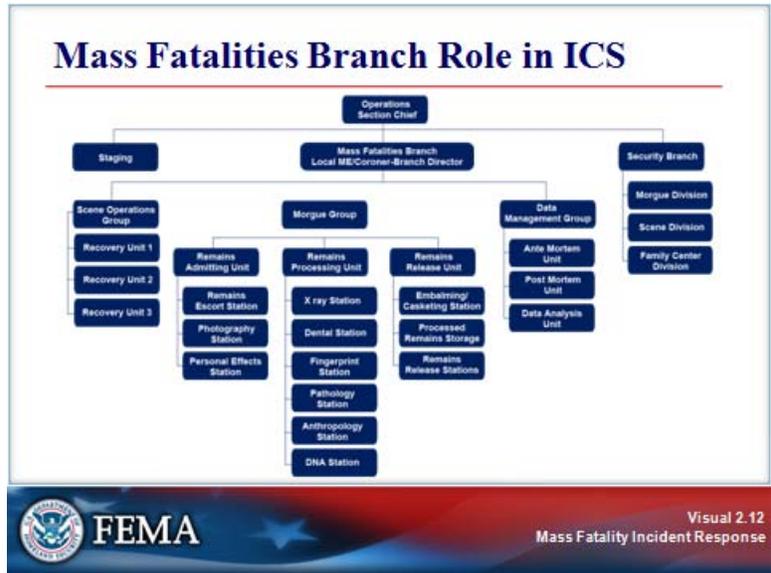
24 hours into the incident, the organization will have expanded and the individual who initially served as the Incident Commander will be assigned another role, as the situation warrants.

How does ICS apply to a mass fatalities incident?

MASS FATALITIES AND THE INCIDENT COMMAND SYSTEM (ICS)

Mass Fatalities in the ICS Structure

Visual 2.12



Notes:

The ICS structure that is shown in the visual is typical when mass fatalities operations are included under the Operations Section of the ICS organization.

This organization (without the Operations Section Chief at the top) may be appropriate when mass fatalities is operated as a standalone organization.

MASS FATALITIES AND THE INCIDENT COMMAND SYSTEM (ICS)

Visual 2.13



Notes:

Organizing mass fatalities operations using well-defined functions and responsibilities reduces the possibility of freelancing. Freelancing compromises accountability, safety, efficiency, effectiveness, and possibly even jeopardizes the potential criminal investigation.

Everyone assigned to mass fatalities operations must wait for an assignment before reporting to the scene or taking on an assignment. Anyone who does not have jurisdictional authority, should not “self dispatch.”

MASS FATALITIES AND THE INCIDENT COMMAND SYSTEM (ICS)

Visual 2.14



Notes:

Note the need to control access to mass fatality operations, whether at the morgue, at transportation or storage facilities, or at the incident scene. Unauthorized access can disrupt recovery and remains processing and must be minimized wherever and whenever possible.

Note the types of identification badges that are shown in the visual, and the critical requirement for a means of effective ID for accountability and security purposes. Note the backs of the badges in the visual. Different colored stickers are one way to identify access authorities.

Identification will be covered in more detail later in the course.

In the next topic, you will discuss briefly key facilities required for mass fatalities operations.

INCIDENT FACILITIES FOR MASS FATALITIES OPERATIONS

Visual 2.15

Facilities for Mass Fatalities Operations

- Morgue and related facilities
- Family Assistance Center (FAC)

More to come on these later in this course...

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Visual 2.15
Mass Fatality Incident Response

Notes:

In addition to the standard ICS facilities, mass fatalities incidents require two additional facilities.

The requirements for a mass fatalities incident are the:

- Morgue and related facilities.
- Family Assistance Center (FAC).

If your community Emergency Operations Plan (EOP) includes a Mass Fatalities Annex, morgue sites and related facilities will be listed in that annex.

In the case of a large mass fatalities incident, other sites may have to be considered that meet the requirements of the incident better. So alternate sites, including provisions for temporary morgue facilities (e.g., refrigerated trucks) should also be included in the community's EOP.

Who can suggest some potential sources for resources, such as temporary morgue facilities, refrigerated trucks, and medical personal protective equipment, related to a mass fatalities incident?

INCIDENT FACILITIES FOR MASS FATALITIES OPERATIONS

Visual 2.16

Resource Considerations

- Mutual aid (local-county-State)
- Funeral directors associations
- Law enforcement
- Fire/EMS
- Emergency management (county/State)
- State response teams
- Private-sector
- Emergency Management Assistance Compact (EMAC)



Visual 2.16
Mass Fatality Incident Response



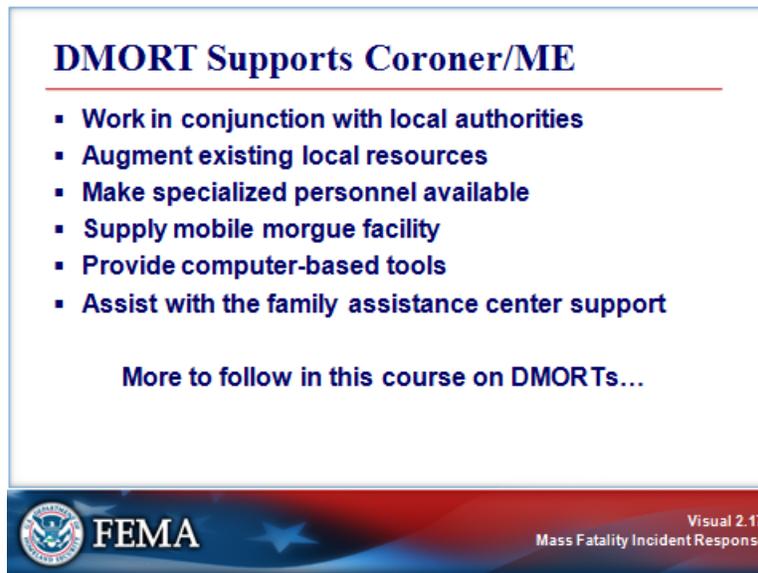
Notes:

Note the resources that, among others, will be using the incident facilities in one way or another during a mass fatalities response.

- Mutual aid responders (local, county, and State)
- Funeral directors associations
- Law enforcement agencies
- Fire/Emergency medical services
- Emergency management agencies (county and State)
- State response teams
- Private-sector organizations
- Emergency Management Assistance Compact (EMAC)

INCIDENT FACILITIES FOR MASS FATALITIES OPERATIONS

Visual 2.17



DMORT Supports Coroner/ME

- Work in conjunction with local authorities
- Augment existing local resources
- Make specialized personnel available
- Supply mobile morgue facility
- Provide computer-based tools
- Assist with the family assistance center support

More to follow in this course on DMORTs...

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Visual 2.17
Mass Fatality Incident Response

Notes:

When available resources have been deployed and remains-processing needs remain unmet, it may be necessary to request assistance from Disaster Mortuary Operational Response Teams (DMORTs). In the event that this type of assistance is required, DMORT personnel are able to provide and staff a temporary morgue facility, with all of the necessary equipment and supplies.

The mission of the DMORT is to support the Coroner/Medical Examiner. DMORT personnel will:

- Work in conjunction with local authorities.
- Augment existing local resources.
- Make specialized personnel available.
- Supply mobile morgue facilities.
- Provide computer-based tools.
- Assist with Family Assistance Center support.

Note that the point at which a DMORT is requested varies depending on the resources available locally, from mutual aid, or from other sources. Large cities are more likely to handle mass fatality situations without DMORT assistance. Smaller cities and towns may need to depend more on DMORTs for processing remains.

INCIDENT FACILITIES FOR MASS FATALITIES OPERATIONS

The Family Assistance Center is one of the most important, but sensitive operations in a mass fatalities event. The purpose of the FAC is to provide relatives of victims with information and access to the services that they may need in the hours and days following the incident. So it is critical that the FAC be run carefully and effectively so as not to harm the credibility of the overall operation and ill serve family members at a time that they are experiencing the effects of their families' losses.

UNIT SUMMARY

Visual 2.18

Unit Summary

- ICS can be used effectively to manage a mass fatalities incident efficiently.
- All sources should be considered as potential suppliers for specialized resource needs.
- DMORTs can assist any size jurisdiction whenever requested. There is no incident size requirement for DMORT assistance.

Effective preincident planning can also enhance mass fatalities incident operations, which is what we will discuss in Unit 3.



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Visual 2.18
Mass Fatality Incident Response

Notes:

Note the key points from this unit:

- ICS can be used effectively to manage a mass fatalities incident efficiently.
- All sources should be considered as potential suppliers for specialized resource needs.
- DMORTs can assist any size jurisdiction whenever requested. There is no incident size requirement for DMORT assistance.

Unit 3 will cover preincident planning.