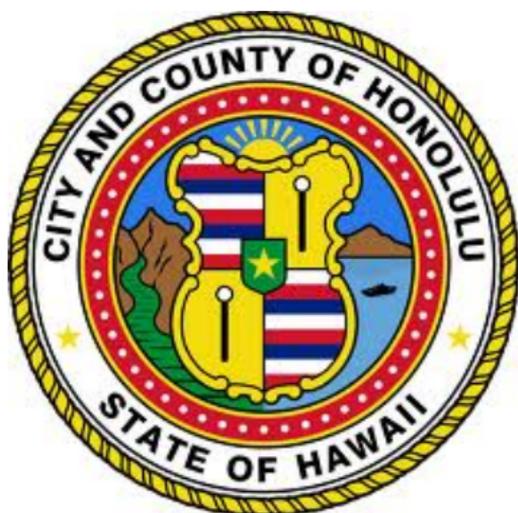


CITY AND COUNTY OF HONOLULU



MASS FATALITY MANAGEMENT FIELD OPERATIONS GUIDE

JANUARY 2013

PHONE LIST

KEY STAKEHOLDERS

AGENCY	POSITION	PHONE
City and County of Honolulu, Department of Emergency Management	Director	(808) 723-8960
City and County of Honolulu, Department of Emergency Management	Deputy Director	(808) 723-8960
City and County of Honolulu, Department of Emergency Management	Disaster Preparedness Officer	(808) 723-8960
City and County of Honolulu, Department of Emergency Management	Communication Officer	(808) 723-8960
City and County of Honolulu, Department of Emergency Management	Emergency Management Reserve Corps (EMRC) Coordinator	(808) 723-8960
City and County of Honolulu, Honolulu Police Department	Major Events Division	(808) 723-8581
City and County of Honolulu, Honolulu Fire Department	Assistant Chief of Planning and Development	(808) 723-7106
City and County of Honolulu, Department of the Medical Examiner	Chief Medical Examiner Investigator	(808) 768-3090
American Red Cross, Hawai'i Chapter	Director of Disaster Services	(808) 739-8114
City and County of Honolulu, Department of Emergency Services	Director	(808) 723-7800
Healthcare Association of Hawai'i	Director Emergency Services	(808) 566-5052

RECORD OF CHANGES

The Field Operations Guide for the City and County of Honolulu (City) will be reviewed annually by the City Department of Emergency Management and/or the Medical Examiner (ME) and/or his/her designees. Changes are recorded in the table below.

REVISION RECORD		
Date	Affected Page Numbers	Description of Changes (Reason, Authorization, Approval)
Jan. 2013	All	Initial distribution

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I. PURPOSE

The purpose of this field operation guide (FOG) manual is to provide necessary tactical information during the activation of a mass fatality incident (MFI) response. In particular, this FOG provides information regarding the capabilities, positions, and resources required of the City to coordinate a MFI response; conduct incident site operations involving human remains, evidence and personal effects recovery; establish a temporary morgue consisting of the collection, identification and repatriation of human remains; and establish a Family Assistance Center (FAC) or Family Information Center (FIC) to assist victims and families and collect antemortem data. Tools such as contact numbers, staffing charts, required forms, facility layouts, and checklists are also provided for quick reference. This guide book will provide you with the reference material needed to commence a rapid mass fatality recovery operation.

II. ASSUMPTIONS

Following a mass fatality incident, the City has the ultimate responsibility for providing appropriate services to the victims and families before state and federal resources can be utilized (except in the case of commercial airline disasters). If the City's capabilities and resources are overwhelmed or exhausted, then state and federal resources are used and requested through the appropriate channels and chain of command.

Since the City morgue, hospitals and funeral homes throughout the City have limited resources for storing and identifying human remains, the City will require the assistance of multiple agencies. Assistance will be in the form of funeral directors,

specialized technical assistance, cold storage and temporary morgue facilities, possible activation of Disaster Mortuary Operational Response Team (DMORT) assets, local military, and recovery resources of the Joint POW-MIA Accounting Command (JPAC) Central Identification Laboratory (CIL).

III. RESPONSIBILITIES

The City and County of Honolulu Medico-legal Authority, which is the Medical Examiner, is the lead for mass fatality management activities within the City. However, responding to a mass fatality incident will involve multiple agencies and organizations. No single agency can manage a mass fatality incident without support from other agencies. Each agency has specific responsibilities in the activation, operations, and demobilization phases, and should use the following FOG. Listed responsibilities in the FOG are not meant to be all inclusive and should be adjusted according to incident needs. All agencies involved must work together to ensure the complete recovery and processing of human remains, care for the victims' families and the maintenance of daily operations.

IV. MAINTENANCE OF DOCUMENT

The City ME and City Department of Emergency Management have the responsibility to maintain this Field Operations Guide (FOG) document through routine reviews and revisions.

V. ACTIVATION AND NOTIFICATION

Activation of this FOG is dependent on various criteria, and generally will accompany the formation of a Unified Command, consisting of representatives from law enforcement, fire departments, the ME, and any other necessary command representatives. Key activation criteria and procedures are as follows:

Activation Triggers

Any incident consistent with one or more of the following criteria may precipitate the activation of this FOG. Any incident in which the ME determines a need to activate all or part of this plan is as follows:

- Any incident having the potential to yield more fatalities (or fragmentation) than can be handled at any given time by the local ME
- Any incident at risk of overwhelming the day-to-day operations of the ME's office
- Any incident involving a protracted or complex decedent recovery operation
- Any situation with remains contaminated by chemical, biological, radiological, nuclear, or explosive agents or materials
- Any situation with more decedents than can be recovered and examined by standard local resources and capabilities
- Any incident requiring a regional response where mass fatality management support is requested from the City.

Activation Procedures

The ME will be notified of a possible MFI by routine channels of communication: the Department of Emergency Management, law enforcement, emergency medical services (EMS), and/or fire departments. The ME will then determine if the incident meets the criteria of a MFI requiring plan activation. Once a mass fatality incident is determined, the positions identified in this FOG will be incorporated into an Incident Command Structure.

VI. HOSPITALS

Hospitals within the City should have their own internal mass casualty plans for treating the injured. Likewise, hospitals should have plans for managing mass fatalities within their facility. Beyond following those internal plans, for a mass fatality incident requiring City response and plan activation, all deaths, including those in hospitals, fall under the jurisdiction of the ME. As such, death notifications related to a mass fatality incident should be provided to the ME, and the report should indicate that the decedent was brought to the hospital from the mass fatality incident site. Furthermore, victims associated with a mass fatality incident who die in a hospital should be transported to the incident morgue (if established) for processing (this may not be required for incidents such as a severe influenza pandemic).

The Healthcare Association of Hawai'i (HAH) will help coordinate hospital activities and will provide a representative to incident command, as needed. Furthermore, HAH will support the Family Assistance Center by providing representatives that can act as liaisons between the hospitals and victims' families. Related to this, the hospitals' 'Hawai'i Patient Assessment and Tracking System' (HPATS) can be utilized to track all casualties (dead and alive) who receive care by a hospital, ACM (field hospital), DASF (Disaster Aeromedical Staging Facility) or by Kalawao Rescue (including aeromedical movement). Finally, HAH may be able to provide the use of 50-person Human Remains Holding (HRH) systems for the temporary storage of human remains.

VII. CONTINUITY OF OPERATIONS

During a MFI, designated personnel need to handle essential daily operations while other personnel are assigned to the

incident. A MFI takes an extended period of time to manage. All agencies and organizations involved should activate their continuity plans to ensure essential functions are maintained. For the City ME, if the mass fatality occurs in the City, the ME will assess the scene and request assistance from other City agencies and organizations until it is determined that assistance needs to be requested from the State.

VIII. FOLLOW-UP

Following a mass fatality incident there will be an after action review. This is initiated by the City ME or City Department of Emergency Management, and should be no more than a few weeks after the incident. The responsible agency may request that another agency facilitate the review. Representatives from each of the agencies involved in the response should participate in the review. This is an opportunity to discuss “*what went well and should be repeated*” in future incidents, and to pinpoint areas that need improvement. The focus is on overarching multi-agency issues. Action items which address the areas for improvement will be identified before concluding the review. An individual is appointed to follow up on each of the action items periodically to ensure they are completed. A formal report, called an After Action Report (AAR), will be completed and dispersed to all of the agencies that participated in the response. Individual agencies may choose to also hold an after action review to discuss internal plans and procedures that may need to be revised.

IX. LONG-TERM CONSIDERATIONS

Following a MFI there will likely be long-term issues that will need to be addressed. These may include environmental damage, economic impact, grief counseling for the victims’ friends and family, and critical incident stress debriefing for

staff. The agencies responsible for managing the long-term impacts will depend on the particular issue. It is useful to discuss the anticipated long-term considerations at the after action review in order to identify the responsible agency and ensure accountability.

X. PERSONAL PROTECTIVE EQUIPMENT

Biological Contaminants

Processing human remains following biological contamination should be treated the same way as processing human remains that are contaminated with chemical agents. The main difference is that the ME will have to consult with officials from the Hawai'i Department of Health (HDOH) to determine what level of personal protective equipment (PPE) is needed (i.e., level A suits). In addition, it will need to be determined if the morgue facility has the proper ventilation in order to conduct autopsies and postmortem examinations. It is strongly suggested at the time of the site survey meeting that a representative from the fire department HAZMAT Unit, HDOH, and the ME be present to discuss PPE requirements and concerns.

PPE Requirements for Contaminated and Non-Contaminated Operations

PPE for recovery operations and morgue operations are listed on each appropriate checklist.

For victims contaminated by a chemical agent, the local fire department HAZMAT Unit must be consulted regarding PPE and safety requirements. They have the expertise and knowledge to determine what equipment and supplies are

needed to process the victims. It is strongly suggested that at the time of the site survey meeting a representative from the Fire Department HAZMAT Unit be present to discuss the requirements needed, if any, for recovery operations. At the time of the meeting an appropriate checklist can be developed.

Search and Recovery Site PPE

The minimum PPE standard for search and recovery are:

- Headwear/hardhat
- Protective body suit (e.g. Tyvek)
- Filtering face mask
- Eye protection
- Protective gloves
- Protective boots

In determining the level of PPE required, factors that should be taken into account include:

- Biological hazards
- Dangerous Chemicals
- Sharp objects
- Airborne contaminants
- Site challenges
- Weather conditions
- Terrain
- Dangerous substances (e.g., asbestos, carbon fiber, composite fibers)
- Hazardous waste

Morgue Personal Protective Equipment

The ME will perform a risk assessment to determine the appropriate level of PPE in the morgue. Minimum PPE requirements are:

- Tyvek Suit

- Gloves
- N-95 Mask, PAPRS if needed (DBRN, fit testing and training is required)
- Booties/rubber boots
- Apron & Sleeves

PPE Resources

The following resources may be useful for determining the appropriate PPE when responding to mass fatalities involving chemical, biological or radiological agents:

- National Institute for Occupational Safety and Health (NIOSH) Pocket Guide to Chemical Hazards
- United States (US) Department of Transportation Emergency Response Guidebook
- Centers for Disease Control and Prevention (CDC) Guideline for Isolation Precautions: Preventing Transmission of Infectious Agents in Healthcare Settings
- CDC Guidelines for Handling Decedents Contaminated with Radioactive Materials

XI. KALAWAO RESCUE

Kalawao Rescue is a State resource similar in capability to components of the federal Disaster Medical Assistance Team (DMAT). In particular, Kalawao rescue will provide support in conducting an initial assessment of the incident site. The resource is composed of individuals from the State of Hawai'i who will be deployed at the time of a State activated response. This resource is activated through the City EOC via coordination with the local HAH representative and a request to State Civil Defense.

XII. JOB AID MATRIX

The following chart indicates the likely, essential positions needed immediately by the City to establish Incident Site operations, Temporary Morgue operations and Family Assistance Center operations. In the event the incident does not qualify for DMORT assistance, the City will need to staff the positions to establish operations. The matrix indicates which positions are needed for each key function, including a description of the position, qualifications and which agency will provide personnel to staff the position at the time of the incident. For a comprehensive/scalable list of positions potentially required for a MFI response, along with suggested sources for staffing, refer to the individual job aids.

Incident Site Operations Positions Matrix

Function	Position	Description	Qualifications	Source
Incident Site Operations	Incident Site Assessment Team	Assesses incident site to determine scope of incident and potential resource needs	Prior experience with MFI incident site operations	Kalawao Rescue; Honolulu Police Department
	Incident Site Group Supervisor	Responsible for processing of the MFI site to locate, document, recover, and safeguard human remains and personal effects	Prior experience conducting MFI site operations; forensic anthropologist preferred	Medical Examiner
	Human Remains Recovery Team	Responsible for locating, documenting, photographing and collection of human remains and personal effects	Usually crime scene investigators or evidence collection technicians. Experience in documenting scenes and preserving evidence	Medical Examiner
	Photographer (2)- PART OF THE HR RECOVERY TEAM	Responsible for photographing human remains and personal effects	Police or crime scene photographer	Medical Examiner
	Survey Teams PART OF THE HR RECOVERY TEAM	Responsible for locating and documenting the location of the human remains, personal effects and evidentiary material	Crime scene investigators or accident reconstruction officers who have experience with GPS and/or total station technology	Medical Examiner
	Human Remains Transportation Team	Responsible for carrying the humans remains from the site to the transport vehicles	Experienced in transporting human remains. Typically funeral directors.	The State Emergency Response Team (SERT) Transportation Division

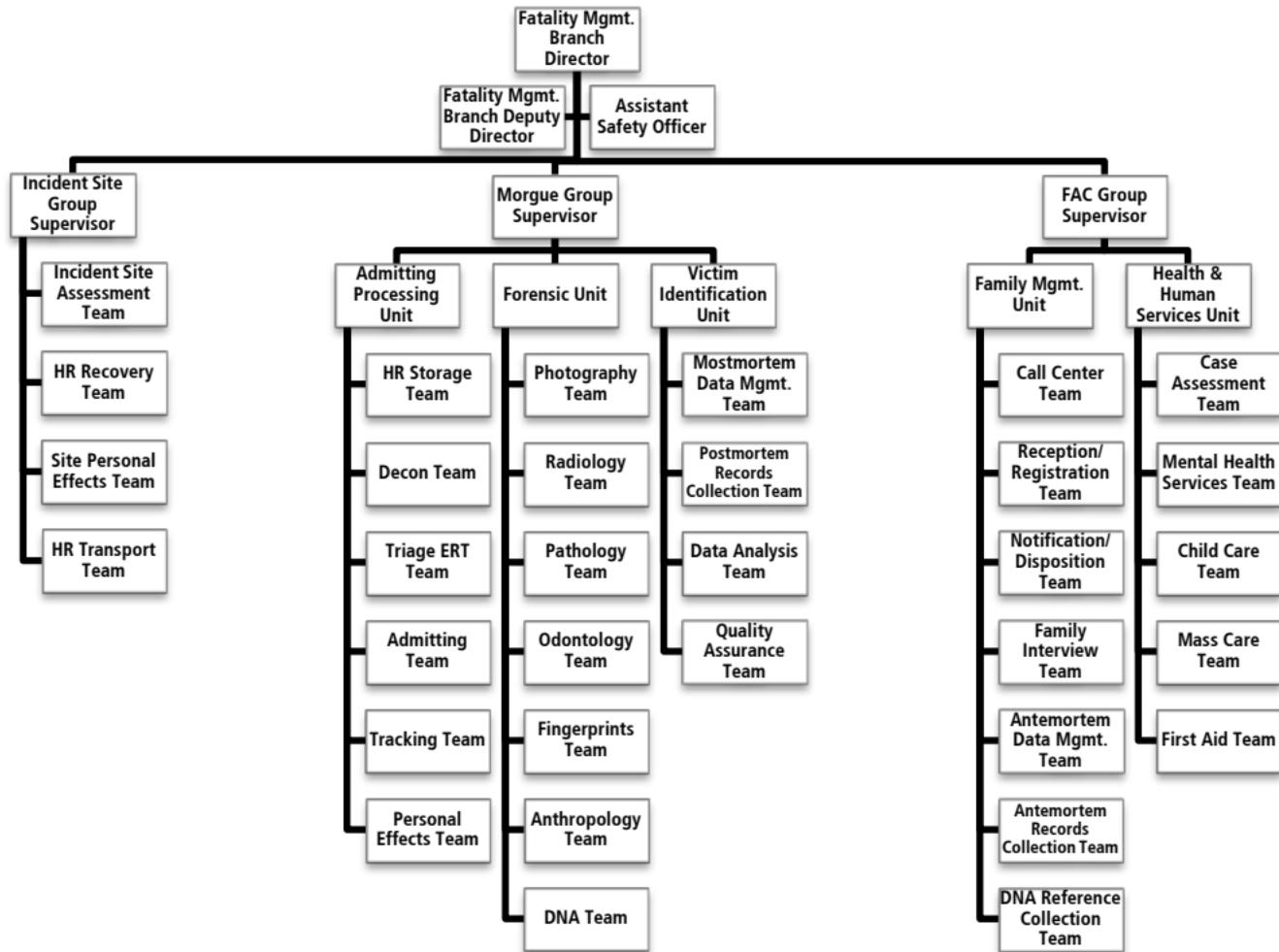
Temporary Morgue Operations Positions Matrix

Function	Position	Description	Qualifications	Source
Temporary Morgue Site Operations	Admitting	Responsible for the record keeping and administrative functions of the morgue. Maintain files on cases.	General office staff duties and someone who is accustomed to human remains. Typically funeral directors	Medical Examiner
	Triage Emergency Response Team	Responsible for the initial examination and assessment of the human remains when they enter the morgue	Typically a Forensic Anthropologist or Forensic Pathologist are qualified to do the job	Medical Examiner
	Photographer	Responsible for photographing human remains and personal effects	Police or crime scene photographer	Medical Examiner
	Pathologist & Assistant	Responsible in conducting postmortem examinations & determining cause and manner of death	Forensic pathologist and an assistant	Medical Examiner
	Dentist & Assistant	Responsible for dental examination and determining positive identification through dentals	Forensic odontologist and dental assistant	Medical Examiner and JPAC-CIL
	Anthropology	Responsible for documenting bone fragments and fragmented remains	Forensic Anthropologist	Medical Examiner and JPAC-CIL
	Radiology	Responsible for taking radiographs (x-rays) of human remains	Certified x-ray technician; Someone who does not have trouble with deceased remains	Medical Examiner
	Fingerprinting	Responsible for documenting finger, palm and foot prints on human remains	Police fingerprint staff or FBI disaster squad	Medical Examiner
	DNA	Responsible for collecting a piece of tissue or blood for DNA	Pathology assistant or anthropologist can perform this function	Medical Examiner

	Trackers or Escorts	Responsible for tracking the human remains through the morgue and maintaining custody of the case file	Funeral Directors	Local Funeral Directors
	Human Remains Storage Team	Responsible for the keeping of human remains once postmortem examinations are completed waiting for to be released	Funeral Director	Local Funeral Homes
	Decontamination Team	Responsible for decontaminating remains of any chemical or biological if needed	Certified in decontamination process	Honolulu Fire Department
	Personal Effects Team	Responsible for the collection and preservation of all personal effects u	Evidence collection	Medical Examiner

Family Assistance Center Operations Positions Matrix

Function	Position	Description	Qualifications	Source
Family Assistance Center Operations	Family Assistance Center Supervisor	Responsible for the overall operations of the FAC, coordinating services for families and working with the authorities	This can be a senior person at the Health Dept. someone with experience in managing social services	ARC with support from Medical Examiner
	Reception Registration Team	Responsible for intake of victims and families, logging them into the system.	A person who works with traumatized families or victims. Usually American Red Cross or funeral director is good	ARC with support from Medical Examiner
	Badging Coordinator	Responsible for badging and photographing all victims and families that come into the FAC; This is a component of the Reception Registration Team	Familiarization with badging equipment and knowledge of credentialing procedures	ARC
	Mass Care Team	Responsible for making sure food/beverages are provided and that accommodations in any way are available to family/victims	American Red Cross has the personnel that are qualified to do this	ARC
	Child Care Team	Responsible for making sure the needs of children are tended too and childcare is offered	A person qualified in taking care of children.	ARC
	Mental Health Services	Responsible for the wellbeing and provide mental health support to families/victims	People with experience in grief counseling. American Red Cross is well versed in this area	ARC
	Case Assessment Team	Responsible for helping families understand the process. Provide logistical and any support necessary to families as needed	Individuals that work with families, counselors, therapist someone who understands the grieving process	ARC



XIII. Incident Management Positions

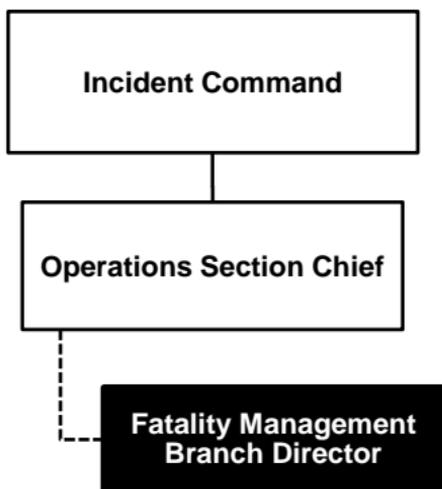
When the City ME or his/her designee activates the Mass Fatality Management Plan, he/she will serve as part of the Unified Command Structure. With the support of the following key positions, they will evaluate the scene to ascertain the number and condition of the human remains, the accessibility of the scene, and any challenges associated with recovery of remains.

Specific personnel will be designated to fill the positions listed below. Each position has a brief description of their mission, skills and knowledge, along with responsibilities and key tasks. Depending on the scope of the disaster, some positions might be required while others are not needed. Some positions require a single individual with a specific skill set while others require several individuals and make up a team. Each position description will indicate which agency within the City is responsible for fulfilling that specific function or position.

POSITION

Fatality Management Branch Director

Mission: Many of the challenges associated with mass fatality incidents center around recovery, processing, identifying, and releasing victims; and caring for the needs of victim families and friends. The Fatality Management Branch Director is designated to assist the local Medico-legal Authority for the incident by managing personnel, equipment, and facilities used throughout the incident response to address these challenges.



Responsibilities: The Fatality Management Branch Director is responsible for all operations, planning, logistics, and finance/administration functions supporting the components of mass fatality incident management for decedents: incident site, morgue, victim identification, and family assistance. This person is accountable to the incident Medico-legal Authority for strict compliance to the prescribed standards for identification and the integrity of all processes associated with MFI victims.

Agency: Medical Examiner

Key Tasks:

- Assist the incident death certification authority to manage personnel and equipment resources used to recover, process, identify, and release human remains and service victim family members of a mass fatality incident
- Oversee Incident Site, Morgue, Victim Identification, and FAC Group Supervisors
- Support with Planning, Operations, Logistics, and Finance/Administration Sections of the Incident Command System
- Review and modify the daily Incident Action Plan (IAP) and brief daily operations to subordinates
- Provide briefing details and report statistical data to superiors on operational and human identification issues as necessary
- Conduct meetings relating to human identification operations and procedures
- Attend meetings and exchange information with other Branch Directors
- Manage demobilization procedures in concert with Planning Section

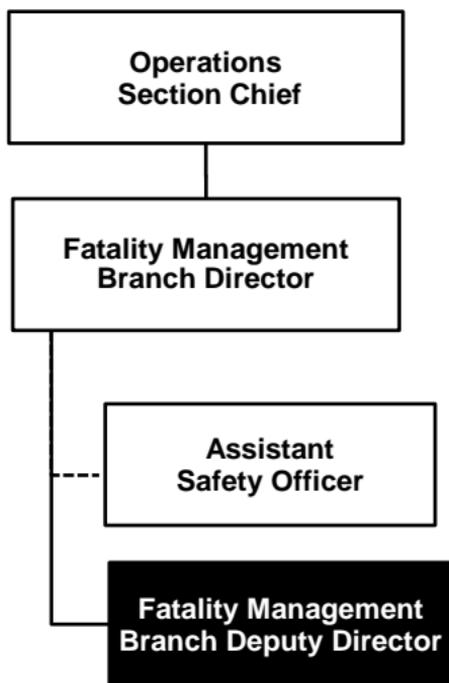
POSITION

Fatality Management Branch Deputy Director

Mission: The Fatality Management Branch Deputy Director serves to support the Fatality Management Branch Director by aiding in the management of personnel, equipment, and facilities used in morgue operations.

Responsibilities: The Fatality Management Branch Deputy Director is responsible for all operations, planning, logistics, and finance/ administration functions supporting the components of mass fatality incident management for decedents: incident site, temporary morgue, victim identification, and family assistance. This person is accountable to the FM Management Branch Director for strict compliance to the prescribed standards for identification and the integrity of all processes associated with MFI victims.

Agency: Medical Examiner



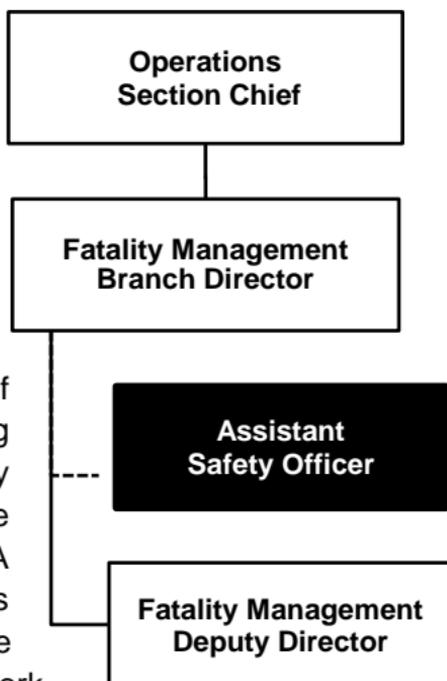
Key Tasks:

- Assist the FM Branch Director to manage personnel and equipment resources used to recover, process, identify, and release human remains and service victim family members of a mass fatality incident
- Oversee Incident Site, Morgue, Victim Identification and FAC Group Supervisors
- Support with Planning, Operations, Logistics, and Finance/Administration Sections of the Incident Command System
- Review and modify the daily Incident Action Plan (IAP) and brief daily operations to subordinates
- Provide briefing details and report statistical data to superiors on operational and human identification issues as necessary
- Conduct meetings relating to human identification operations and procedures
- Attend meetings and exchange information with other Branch Directors
- Manage demobilization procedures in concert with Planning Section
- Represent the FM Branch Director at meetings

POSITION

Assistant Safety Officer

Mission: Processing human remains through a temporary morgue creates safety issues due to biohazard waste material associated with human remains processing. Worker safety concerns are also heightened by the use of power tools, sharp cutting instruments, radiology equipment, and corrosive liquids in the morgue. A safety officer monitors personnel and workplace conditions to ensure a safe work environment.



Responsibilities: The focus of the Assistant Safety Officer is to monitor morgue operations and enforce compliance with safety guidelines established for those operating procedures. The Assistant Safety Officer has the authority to stop morgue operations at any point necessary to halt unsafe behavior or conduct and mitigate safety issues.

Agency: Honolulu Fire Department

Key Tasks:

- Develop and maintain a site safety plan that includes measures for ensuring personnel health and safety; this includes determining proper PPE given the incident
- Conduct orientation safety briefings and daily safety briefings for workers
- Assess hazardous and unsafe situations
- Monitor the activities of personnel operating in the morgue to ensure compliance with prescribed safety measures
- Monitor environmental work conditions for workers
- Coordinate service needs of mental health specialists conducting worker evaluations and debriefings
- Prevent safety violations
- Document, investigate, and report safety violations and worker injuries and illnesses to the Fatality Management Branch Director

Mass Fatalities Headquarter Supply Checklist

It is recommended that the state or local government prepare and store mass fatalities headquarters response kits containing non-perishable supplies in select local government or National Guard installations.

Security Support Supplies

20	Tape Barrier, roll
20	Traffic Control Barricade, removable
150	Signs, 3' x 3'
50	STOP
50	AUTHORIZED PERSONNEL ONLY
50	NO ENTRY

Administrative Support Supplies

1	Facsimile Machine
1	Photocopier
5	Computer, desktop
5	Printer, ink jet, color, with cables
1	Scanner, computer, with cables
2	Typewriter, manual, electric
5	Copier Paper, case
500	Manila Folder
100	Pens
100	Pencils
20	Correction Fluid, bottle (White-Out)
50	Tissue, facial, box
2	First Aid Kit
500	Lamination, press-on, 5" x 4"
25	Tape, adhesive, masking, roll
50	Tape, adhesive, cellophane, dispenser, disposable
25	Paper, tablet, white, lined

10	Table, folding 3' x 6'
500	Document Protector, plastic, 3-hole
25	Chair, folding
15	Binder, 3-ring, 2"
15	Binder, 3-ring, 3"
10	Stapler, office
10	Staples, box, office
10	Scissors
10	Rubber Bands, box
10	Staple Remover
1000	Envelope, business, 9" x 12"
10	Telephone Books
10	Pencil Sharpener
10	File Box, plastic, portable
10	File Box, banker style, 12" x 10" x 24"
10	Extension Cord, 25'
10	Extension Cord, 50'
10	Surge Protector
10	Glue, white, school, bottle
20	Glue stick, tubes
20	Paper Clips, box
10	File Label, packages (750 per package)
4	Locked file cabinets
1	Paper Shredder

XIV. INCIDENT SITE POSITIONS

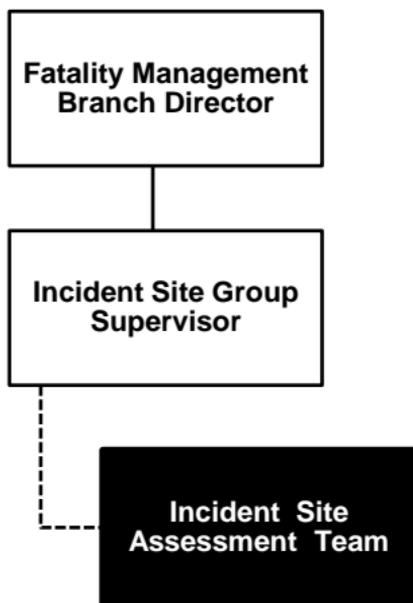
When all survivors have been rescued from the scene, the mission shifts to search and recovery. Search and recovery involves locating human remains, fragmented remains and personal effects. All human remains and fragmented remains must be treated with the utmost dignity and respect at all times.

Specific personnel will be designated to fill the positions listed below. Each position has a brief description of their mission, skills and knowledge, along with responsibilities and key tasks. Depending on the scope of the disaster, some positions might be required while others are not needed. Some positions require a single individual with a specific skill set while others require several individuals and make up a team. Each position description will indicate which agency within the City is responsible for fulfilling that specific function or position.

POSTION

Incident Site Assessment Team

Mission: Processing a mass fatality incident (MFI) site for victims and personal effects is critical to the success of managing any MFI response. Protecting the integrity of the site and working in unison with other responding entities is essential. This group conducts an assessment of the incident site to determine what resources and assets are needed.



Responsibilities: Members of the Incident Site Assessment team have overall responsibility in assessing the incident site to determine what resources and assets will be required by the City in order to commence the operation and complete human remains recovery.

Agency: Kalawao Rescue and Medical Examiner

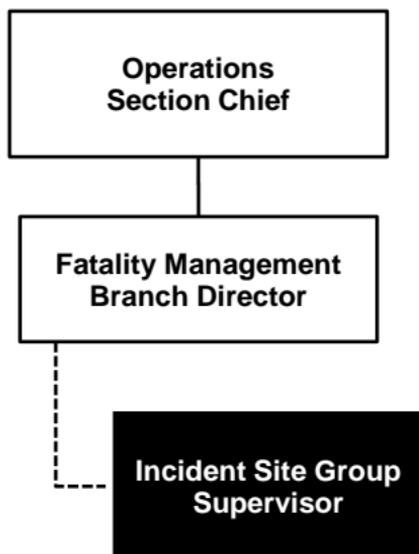
Key Tasks:

- Assess the incident site
- Determine what resources and assets will be needed
- Assess if a temporary morgue will be needed
- Determine if City and state resources can support the operation

POSITION

Incident Site Group Supervisor

Mission: Processing a mass fatality incident (MFI) site for victims and personal effects is critical to the success of managing any MFI response. Protecting the integrity of the site and working in unison with other responding entities is essential. This group recovers the human remains and personal effects associated with the MFI.



Responsibilities: The Incident Site Group Supervisor, under the direction of the Medico-legal Authority, has overall responsibility for the methodical, systematic processing of the MFI site to locate, document, recover, and safeguard human remains and personal effects associated with the incident, as well as responsibility for the personnel conducting those functions. These responsibilities include maintaining the integrity of the site and working in concert with law enforcement officials and others conducting other simultaneous site operations.

Agency: Medical Examiner

Key Tasks:

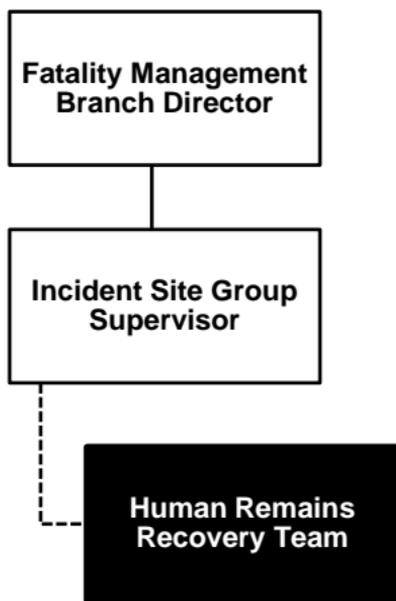
- Oversee HR Recovery, Personal Effects, and HR Transportation Teams at the site

- Ensure unique numbers are assigned and affixed to remains and PE prior to removal
- Coordinate human remains issues with HAZMAT, Law Enforcement, and EMS representatives on site
- Establish guidelines for incident processing procedures
- Approve recovery protocols specific to human remains
- Coordinate assignment of Team Leaders
- Conduct operational briefings as necessary
- Serve as an advisor to the incident authority for death certification
- Advise Fatality Management Branch Director on site operational issues
- Direct demobilization procedures to subordinate teams

POSITION

Human Remains Recovery Team

Mission: Recovery of Human Remains (HR) at a MFI site must be carried out with the utmost dignity and respect. The success of MFI identification processes is dependent upon the HR recovery effort. Care must be taken to ensure the recovery process is properly documented, as these efforts may become relevant to the integrity of the MFI investigation. Human remains cannot be removed from the incident site without the approval of the Fatality Management Branch Director, and no remains should be disturbed until all associated site investigations are completed.



Responsibilities: Members assigned to the HR Recovery Team have responsibility for searching, locating, mapping, and recovering HR from the site.

Agency: Medical Examiner

Key Tasks:

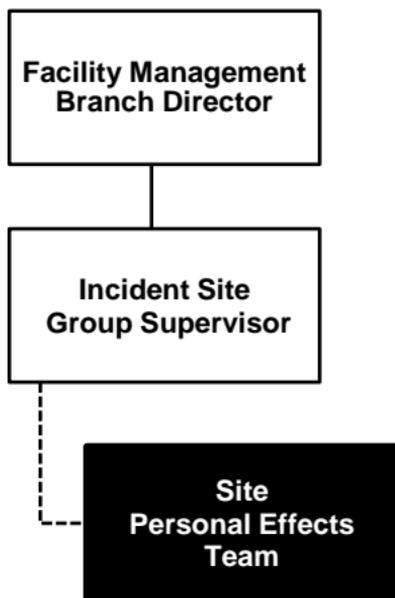
- Identify team member to site security force
- Determine the parameters of the site
- Establish a plan for an organized, systemized site search
- Receive or conduct briefing with/for all other team members involved in HR recovery at the site

- Search for and locate fatality incident victims
- Work in conjunction with, but do not interfere with, law enforcement teams conducting investigations and/or crime scene processing
- Locate HR previously marked for recovery by Search & Rescue Teams
- Collect whole bodies in body bags and body fragments in zip-lock bags
- Complete ***Disaster Site Recovery Form (HR)***
- Assign a unique field HR number and tag the HR container with the number using triage tags, toe tags, or other tagging methods, such as livestock tags
- Search immediate area for disassociated HR
- Record GPS coordinates of HR being collected; sketch and photograph location as necessary
- Record general description of HR being collected
- Retain any PE with the associated HR
- Ensure responders use proper lifting techniques
- Transport recovered HR to designated location or release to Transportation Team
- Transport vehicle(s) must have lockable doors and must be secured when HR is placed within
- Release HR to others for transport and record details of where release occurred, time and date of transfer, name of person receiving HR, identification of vehicle used for transport (make, model, color, and license plate #), and destination on ***Disaster Site Transport Vehicle Log***
- Conduct second search of area for any HR that was not detected during the previous search
- Oversee demobilization procedures and processes for subordinate teams

POSITION

Site Personal Effects Team

Mission: Personal effects hold considerable potential evidentiary value for investigators and are essential to caring for families and friends of the MFI victims. As with HR, PE must be handled with the utmost respect, as such items may be a critical link between families, friends, and loved ones. Personal effects resulting from a MFI must be recovered, safeguarded, evaluated as evidence, reconditioned and returned to authorized recipients.



Agency: Medical Examiner

Key Tasks:

- Work in conjunction with, but do not interfere with, law enforcement teams conducting investigations and/or crime scene processing
- Search for and locate personal effects of mass fatality incident victims
- Assign a sequential, ascending number to each PE item recovered from the site and document descriptive information on the ***Disaster Site Recovery Form (Personal Effects)***

- Document recovered PE with sketches and/or photographs as appropriate
- Collect PE in appropriate separate containers (paper grocery bags preferred)
- Maintain security of all items deemed to be PE
- Coordinate PE efforts with PE teams at the morgue and FAC
- Complete chain-of-custody documents when appropriate
- Transport PE to a designated location determined by the Fatality Management Branch Director
- Oversee demobilization procedures and processes for subordinate teams
- Assign a sequential, ascending number to each PE item recovered from the site and document descriptive information on the ***Disaster Site Recovery Form (Evidence)***

POSITION

Human Remains Transportation Team

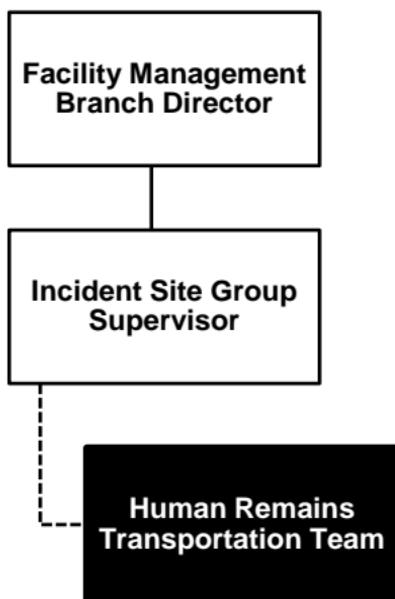
Mission: Mass fatality incidents may be confined to a single incident site with many human remains at one location, or a wide-spread incident with bodies dispersed separately over large geographical areas. This team serves to transport remains recovered from the incident site(s) to a designated morgue or other temporary holding facility.

Responsibilities: Members assigned to the HR Transportation Team have responsibility for transporting and safeguarding HR from the incident site(s) or medical facility to the designated holding facility or morgue with the utmost dignity and respect.

Agency: The State Emergency Response Team (SERT) Transportation Division

Key Tasks:

- Hold appropriate driver license for vehicle operated
- Have extensive knowledge of highway/road system in operating area or have current maps or GPS device
- Work in conjunction with, but do not interfere with, law enforcement teams conducting investigations and/or crime scene processing



- Ensure proper lifting techniques are used to prevent responder injury
- Retain any PE with the associated HR
- Secure door(s) after loading and until delivery of HR to the designated location
- Provide identifying data of self and vehicle (make, model, color, and license plate #) to the HR Recovery Team member relinquishing remains
- Transport recovered HR and PE to designated location
- Handle all HR material with the utmost dignity and respect during conduct of any and all above stated tasks; stacking bodies is strictly forbidden and unacceptable
- Oversee demobilization procedures and processes for subordinate teams

Equipment Notes:

- Vehicles used for transport can be motorized or trailers
- Vehicles must be equipped with lockable doors and metal floors, but need not be refrigerated unless serving dual purpose as a temporary storage team
- Vehicles should be free of commercial business markings
- Capabilities surpassing regional response should trigger state support from the Hawai'i Funeral Directors Association

Collecting Evidence and Disaster Site Supply Checklist

It is recommended that the state or local government prepare and store mass fatalities evidence collection and disaster site response kits containing non-perishable supplies in select local government or National Guard installations.

Administrative Supplies

100	Body Bags
50	Disaster pouch bags
500	Surgical gloves, surgical (10 boxes per size S,M,L)
100	Safety Vest (orange reflective)
10	Stokes Basket (wire stretcher)
50	Safety goggles
5	Tape, Barrier, roll
2	Portable Canopy (tents)
2	Folding tables
4	Folding chairs
10	Markers (black)
10	Pens
1000	Evidence labels
1000	Brown shopping bags
1000	1 Gal. Freezer bags
1000	1 Qt. plastic bags
400	Flag pins (yellow)
400	Flag pins (blue)
400	Flag pins (red)
25	Red biohazard bags
10	Evidence tape, rolls

- 500 Evidence log sheets
(to document chain of evidence/custody)
- 25 Whistle, mouth, plastic
- 50 Flashlights
- 10 5 gallon plastic buckets
- 24 Disinfectant soap, liquid (1 quart bottle)
- 24 Bleach, household (1 gallon bottle)
- 2 Staplers
- 4 Stapler boxes
- 100 Cardboard boxes (multiple sizes)
- 5 Surgical glove boxes (multiple sizes)
- 25 Leather work glove pairs (large)
- 5 Paper tablets
- 1 First Aid kit
- 1 Digital Camera
- 500 Photo log sheets
- 2 Plastic file boxes
- 2 Scissors
- 5 Paper clip boxes
- 5 Hand held radios with additional batteries
- 5 Portable GPS units
- 5 Rolls paper towels
- 5 Bottles anti-bacterial soap
- 2 Cases PPE (L,XL) each
- 1 Reciprocal saw
- 5 Shovels
- 5 Rakes
- 50 Knife, hunting style
- 20 Wire cutters

NOTE: Confirm with local police department or FBI regarding additional equipment/supplies needed.

XV. MORGUE POSITIONS

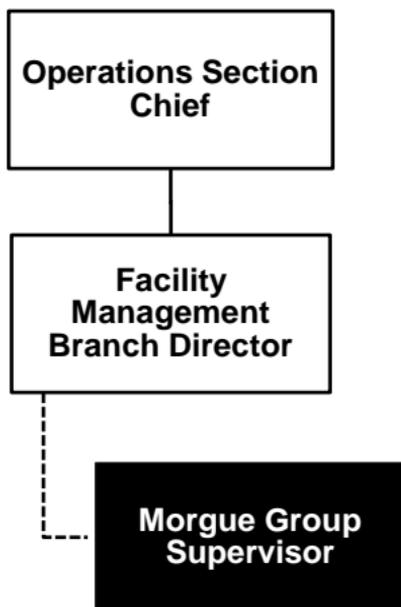
The purpose of morgue operations is to determine the cause and manner of death and identify decedents. The use of highly-skilled professionals for each of the morgue operational areas is important.

Specific personnel will be designated to fill the positions listed below. Each position has a brief description of their mission, skills and knowledge, along with responsibilities and key tasks. Depending on the scope of the disaster, some positions might be required while others are not needed. Some positions require a single individual with a specific skill set while others require several individuals and make up a team. Each position description will indicate which agency within the City is responsible for fulfilling that specific function or position.

POSITION

Morgue Group Supervisor

Mission: Temporary morgue operations for MFIs are established to manage the surge of human remains that must be processed for identification in excess of the routine capabilities of the local Medico-legal Authority. The morgue operation manages all activities focused on processing, documenting, identifying, and releasing human remains; controlling these processes; and assisting local authorities to restore normal operations.



Responsibilities: The Morgue Supervisor has overall responsibility for the day-to-day administration, identification, and management processes of the entire temporary morgue operation, as well as responsibility for the personnel conducting those functions. These responsibilities include maintaining the integrity of the processing and custody of the human remains.

Agency: Medical Examiner

Key Tasks:

- Oversee morgue Admitting/Processing and Forensic Units
- Establish guidelines for incident processing procedures

- Determine which morgue stations are necessary for the specific incident and the sequence of station processing
- Identify personnel requirements to meet operational demands
- Approve station protocols specific to the incident
- Coordinate assignment of Unit Leaders
- Conduct daily operational briefings for morgue staff
- Serve as the principle liaison with incident authority for death certification for operational strategies
- Serve as an advisor to the incident authority for death certification
- Oversee identification procedures and standards within morgue operation
- Identify and procure any special equipment necessary to support the operation
- Represent morgue units at operational, planning, and other ad hoc meetings
- Conduct meetings with morgue representatives as needed
- Advise Fatality Management Branch Director on morgue operational issues

POSITION

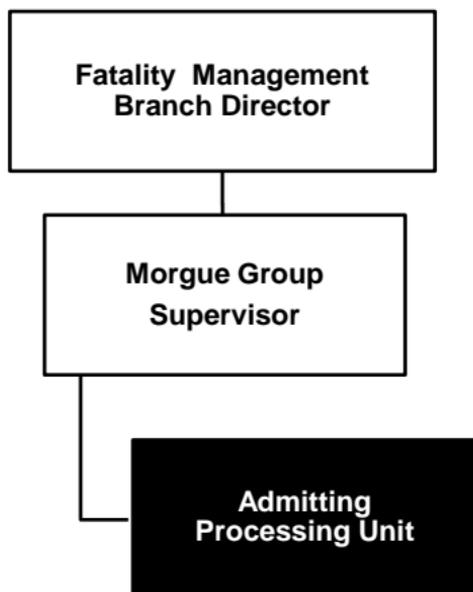
Admitting Processing Unit Leader

Mission: The Admitting/Processing Unit Leader has oversight for processing teams in the morgue, while providing security for the remains and accompanying records.

Knowledge, Skills, and Abilities: Skills and experiences in process management and administration are necessary qualifications. Previous experience in managing death investigation processes is desirable.

Responsibilities: This Unit Leader exercises administrative control over all human remains received at the morgue and is responsible for managing the morgue flow processes. The position monitors each morgue station to ensure teams have human remains ready for examination throughout the work period.

Agency: Medical Examiner



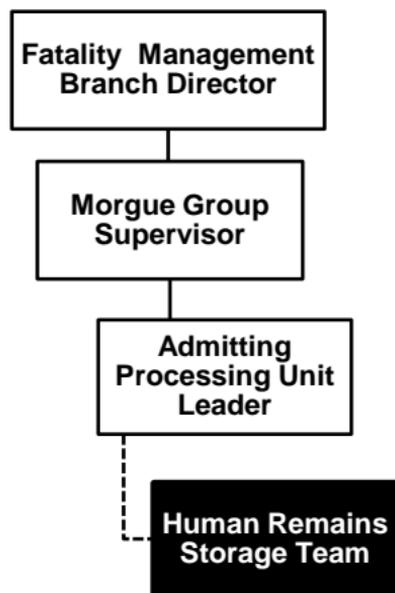
Key Tasks:

- Oversee all morgue Admitting/Processing Teams including: Storage, Decontamination, Triage, Admitting, Tracking and Personal Effects
- Aid Admitting/Processing Teams in developing, publishing, and implementing station protocols specific to the incident
- Serve as an advisor to the incident authority for death certification
- Maintain accountability of all human remains collected from the incident site
- Oversee case number assignments and morgue case folders
- Ensure all morgue station forms are completed
- Submit completed morgue case folders to the Victim Identification Center
- Participate in quality assurance processes for victim identification
- Identify supply and equipment needs of Admitting/Processing Teams to logistics representatives
- Represent Admitting/Processing Teams at operational planning and other ad hoc meetings
- Conduct Admitting/Processing unit meetings with team representatives as needed
- Identify, report and resolve accountability issues relating to victim identification
- Oversee human remains release processes
- Oversee demobilization procedures and processes for subordinate teams

POSITION

Human Remains Storage Team

Mission: Recovery and identification of human remains can be a lengthy and labor intensive undertaking. Bodies and HR fragments recovered must be securely stored in a controlled environment to retard decomposition. Storage and accountability of human remains is paramount to successful fatality management.



Responsibilities: The Human Remains Storage Team has overall responsibility for safekeeping, accountability, maintenance, transfer, and release of all HR associated with a mass fatality incident.

Agency: Medical Examiner, supported by Local Funeral Directors and Staff

Key Tasks:

- Maintain accountability and security for all human remains associated with a MFI
- Restrict and control access to HR
- Create a maintenance checklist of all temporary refrigeration units used for cold storage of HR to

periodically record temperature levels and ensure cooling units are properly functioning using the **Storage Temperature Monitoring Log**

- Report temperature variations to designated authorities and request maintenance and servicing as necessary
- Create a storage inventory list by body bag number and any additional morgue numbering sequence using the **Storage Tracking Form**
- If multiple storage units/locations are required, list the storage unit ID number on the HR tracking and identification documents
- Deliver HR to the Morgue Triage Unit as requested and obtain HR from the Admitting Unit, upon notification, once HR examinations are completed by morgue personnel
- Segregate HR material that has and has not been processed through morgue operations
- Segregate HR material that has been identified from HR that is unidentified
- Assist with association of all HR bag numbers that are associated with the identification documents
- Release identified HR at the direction of the Medico-legal Authority for the operation and document release details in VIP or other remains tracking formats
- Document the time, date, transport vehicle identification, person to whom remains are released, and stated destination of the remains using the **Postmortem Release Log**.

POSITION

Decontamination Team

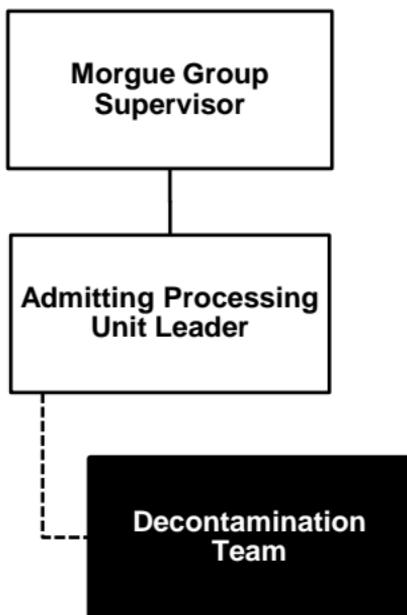
Mission: The Decontamination Team identifies hazardous material (HAZMAT) issues and renders potentially contaminated human remains from an incident site safe for transport and subsequent examination, processing, and storage.

Knowledge, Skills, and Abilities:

Decontamination Team members must be drawn from local fire department HAZMAT resources. Team members must be trained and certified as HAZMAT specialists. These manpower resources will perform decontamination services for the morgue operations but remain under the operational control of the HAZMAT Group within the ICS Operations Section.

Responsibilities: HAZMAT experts are the only persons qualified to manage and perform decontamination functions supporting mass fatality processes involving the handling of human remains and personal effects. They must be capable of rendering HR and materials safe for handling by morgue personnel or declare such things unsafe and therefore unsuitable for processing.

Agency: Honolulu Fire Department



Key Tasks:

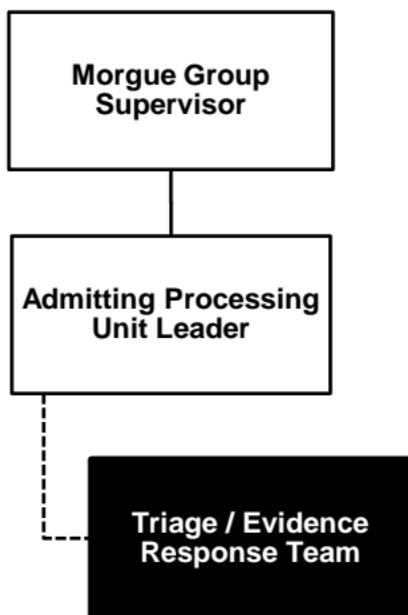
- Recognize and identify potential contaminating agents affiliated with human remains, personal effects, debris, and other materials associated with a mass fatality incident
- Determine appropriate decontamination measures capable of rendering HR, personal effects, and other materials safe for handling
- Determine appropriate levels of personal protective equipment (PPE) for workers
- Verify that all participating personnel have been trained to minimum HAZMAT operations levels
- Apply necessary chemicals and solutions to render items safe
- Follow, federal, state, and local regulatory guidelines for handling HAZMAT items and their remedies
- Dispose of decontamination waste products in accordance with prescribed industry standards
- Upon completion of morgue operations, render work site and equipment safe from hazardous materials

POSITION

Triage / Evidence Response Team

Mission: The Triage and Evidence Response Team is an interdisciplinary forensic entity that sorts human remains to prioritize and effectively screen HR entering the morgue identification process.

Responsibilities: The Triage/ERT Team is responsible for initial assessment of the human remains being presented for morgue processing. Their primary focus is on directing potentially identifiable HR to the appropriate morgue stations and culling unclassifiable and unidentifiable HR, as well as non-human material, from the process. This team also evaluates HR for potential evidence.



Agency: Medical Examiner with JPAC-CIL support

Key Tasks:

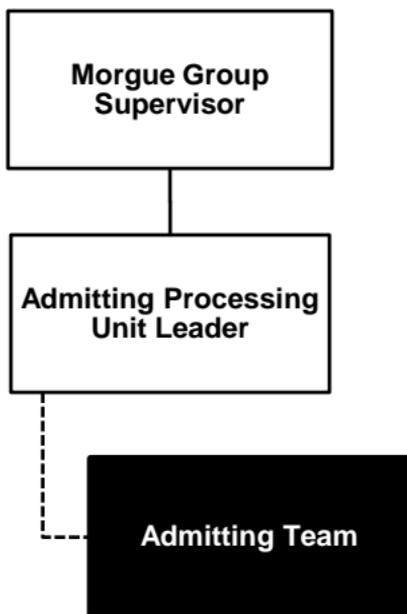
- Receive body bags or other containers used to transport HR from the incident site to the morgue and inspect contents
- Log bag number and other pertinent information on ***Morgue and Reception Control Log***

- Identify “as needed” requirements for content assessment radiographs (by Radiology Unit) to locate non-human material, debris, and potential hazardous materials
- Determine whether remains are human, and separate human remains from non-human material
- Verify anatomical articulation of human remains
- Identify potential evidence (i.e. foreign objects imbedded in HR or evidence present on the remains such as wounds)
- Collect potential evidentiary items using appropriate agency chain-of-custody forms, and obtain signatory authority release for transfer from the morgue to the agency responsible for conducting incident investigation
- Locate and segregate disassociated and/or comingled remains
- Classify remains as potentially identifiable or non-identifiable common tissue
- Identify which morgue stations the remains must process through and check off those inapplicable stations on the ***Escort Tracking Form*** (i.e. fragmented remains absent dentition, hands, and feet need not present to the Dental Team or Fingerprint Team)
- Enter remains into admitting for assignment of a morgue number

POSITION

Admitting Team

Mission: All HR material entering into and that is processed through morgue operations must be properly accounted for and its progression through each morgue station managed efficiently. The Admitting Team creates and manages the documents used by morgue personnel to record their characterizations and observations of the remains they examine.



Responsibilities: The Admitting Team establishes and manages overall accountability for all HR processed through morgue operations for examination and identification. This team also manages the workflow of HR through the morgue process to ensure each station has a continuous stream of cases to examine. The Admitting Team is also responsible for managing the trackers.

Agency: Medical Examiner

Key Tasks:

- Receive HR from triage unit
- Verify HR bag/container number
- Assign unique (simple and ascending) morgue identification number and affix number tag to HR container

- Initiate tracking forms for each examination station
- Generate barcode labels if a barcoding system is employed
- Assign a dedicated tracker
- Relieve/replace any assigned tracker requiring a break from tracking duties
- Collate morgue tracking forms after HR has completed the examination cycle in the morgue
- Verify each required examination station has completed tracking forms with signatures
- Transfer completed HR documentation to the Victim Identification Center Postmortem Data Management Team
- Request that the Storage Team return HR from the morgue to temporary storage
- Create statistical data relative to morgue workflow and report findings to Admitting/Processing Unit Leader and/or Morgue Group Supervisor

POSITION

Tracking Team

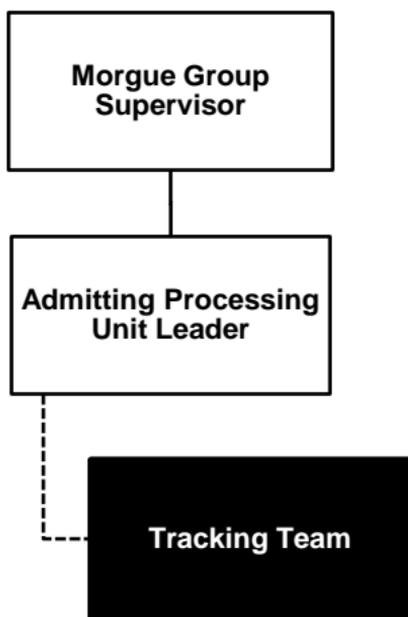
Mission: The mission of the tracking team is to maintain uninterrupted contact with each set of human remains and escort remains throughout morgue processing in a dignified and respectful manner as they assemble identification documents generated by the various morgue stations.

Responsibilities: Trackers accompany HR through the morgue process and ensure proper documentation is completed and released at each morgue station. Trackers are responsible for safe-keeping of all papers and examination records until transferred to the Admitting/Processing Unit.

Agency: Medical Examiner, supported by Local Funeral Directors and Staff

Key Tasks:

- Guide gurneys carrying human remains from station to station in the morgue
- Stay with HR at all times throughout the morgue processing cycle
- Assist with HR movement/manipulation in the forensic stations as needed

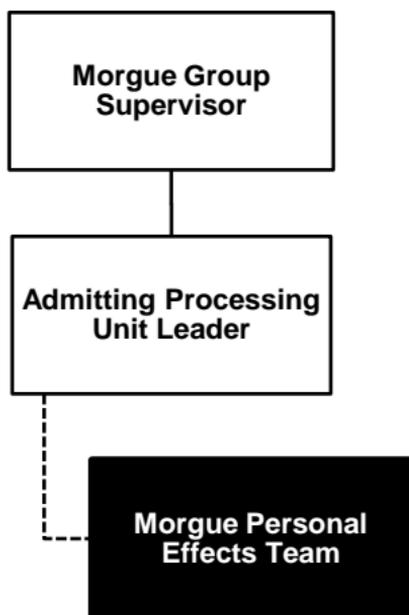


- May request break from duties but cannot leave assigned HR without proper relief by another tracker
- Complete HR Tracking Form as escorted HR is presented at each morgue station
- Collect forms completed by station personnel for return to Admitting/Processing Unit
- Return HR to Admitting/Processing Unit after all morgue stations have completed their examinations
- Release collected station forms to Admitting/Processing Unit
- Assist in transferring HR to and from gurneys
- Clean gurneys between transport of sets of remains

POSITION

Morgue Personal Effects Team

Mission: Personal effects hold considerable potential evidentiary value for investigators and are essential to caring for families and friends of the MFI victims. As with HR, PE must be handled with the utmost respect, as such items may be a critical link between families, friends, and loved ones. Personal effects resulting from a MFI must be recovered, safeguarded, evaluated as evidence, reconditioned, and returned to authorized recipients.



Responsibilities: Members of the PE Team have overall responsibility for the recovery, maintenance, and return of property and personal belongings of MFI victims.

Agency: Medical Examiner

Key Tasks:

- Responsible for the custody and security of all items deemed to be PE
- Prepare PE items for release, including cleaning and sanitizing, but excluding repairing or reconditioning to serviceable status

- Create an itemized description list using the ***Personal Effects Inventory Log*** and photograph (or tasks the morgue Photography Team to photograph) each object in sufficient detail to capture any identifying features, such as jewelry inscriptions, serial numbers, and unique wear marks
- Identify and segregate PE that is incapable of being reconditioned, and therefore inappropriate for release to families
- When necessary, create a catalog of items for viewing by families at the FAC or online
- Obtain PE items removed from HR during morgue processing from the Admitting Team
- Release individual items of PE from storage to authorized recipients using a chain-of-custody form from the local jurisdiction
- Coordinate PE efforts with PE teams at the incident site
- Coordinate with the FAC in regard to returning personal effects to the victims' families

POSITION

Forensic Unit Leader

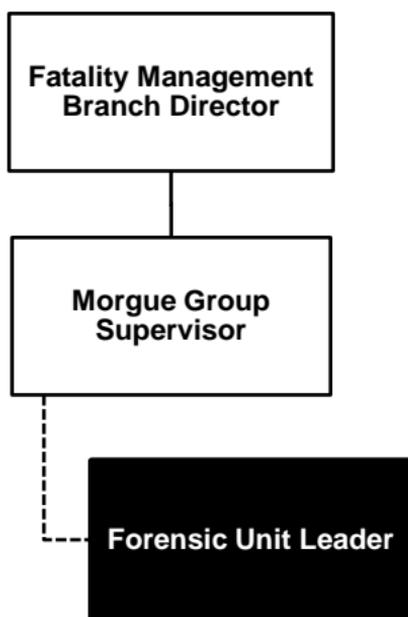
Mission: The Forensic Unit Leader has oversight for all subject matter experts involved in the examination, classification, interpretation, and identification of human remains presented to the morgue.

Responsibilities: This Unit Leader is responsible for overseeing SMEs, to ensure they adhere to forensic standards established for victim identification.

Agency: Medical Examiner

Key Tasks:

- Oversee all morgue Forensic Teams including: Photography, Radiology, Pathology, Fingerprints, Odontology, Anthropology, and DNA
- Establish guidelines for incident processing procedures
- Aid Forensic Teams in developing, publishing, and implementing station protocols specific to the incident
- Serve as an advisor to the incident authority for death certification
- Coordinate identification procedures and standards with the incident authority for death certification

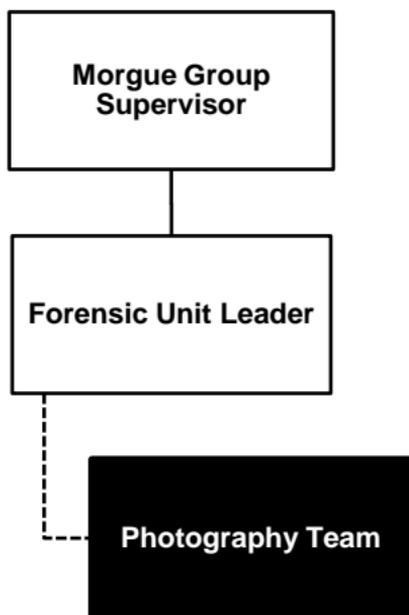


- Participate in data analysis and quality assurance processes for victim identification
- Identify supply and equipment needs of Forensic Teams and reports the information to logistics representatives
- Represent Forensic Teams at operational, planning, and other ad hoc meetings
- Conduct Forensic Unit meetings with team representatives as needed
- Identify, report, and resolve forensic issues relating to victim identification
- Oversee demobilization procedures and processes for subordinate teams

POSITION

Photography Team

Mission: Photographing human remains creates visual documentation and is a basic step in forensic examination. Each body, body fragment, and personal effect entering the morgue must be photographed. Additionally, the morgue photographer(s) may be called upon by other forensic disciplines present in the morgue operation to document unique characteristics or unusual findings that may be critical in the identification process.



Responsibilities: Morgue photographers are the only personnel in morgue operations authorized to take photographs depicting morgue operations, processes, human remains, and/or personal effects.

Agency: Medical Examiner

Key Tasks:

- Maintain camera equipment
- Request photographic supplies
- Create and maintain a log of all images taken
- Take full-body (anatomical position) photos of any complete body
- Take full-face identification photographs, where possible

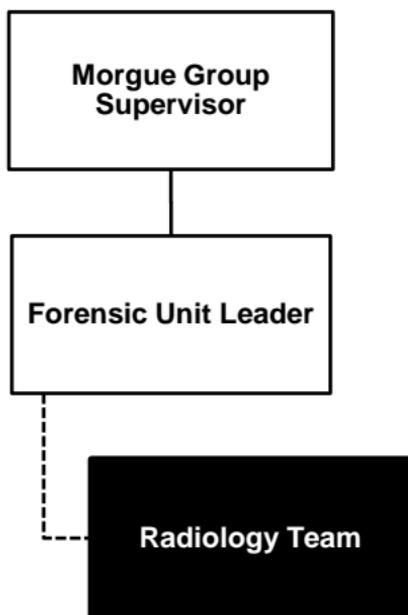
- Ensure each photograph bears the morgue reference number, as well as a scale where applicable
- Ensure all HR (intact and fragmented or otherwise disarticulated) that are processed through the morgue are captured in photographs
- Photograph all personal effects associated with each set of HR
- Provide digital images to the Data Entry Team for inclusion into VIP or other ID software
- Release all hard-copy photographs to the morgue Records Management Team
- Provide photographic support to other morgue stations as needed
- Safeguard and maintain security of all photographic images generated in the morgue
- Complete morgue tracking documentation

POSITION

Radiology Team

Mission: Radiographic examination is conducted to create postmortem records of all HR entering the morgue, detect foreign material (surgical intervention, evidence, personal effects, and comingled HR), and assist other forensic disciplines with their examinations.

Responsibilities: The Radiology Team generates medical documentation of all HR processed in the morgue; this is useful for HR accountability, characterization, ante- and postmortem comparisons, identifying foreign bodies, and discovering unique identifiers, such as bone fractures and surgical implants. Any records produced by the Radiology Team become the property of the Medico-legal Authority for the incident response.



Agency: Medical Examiner with JPAC-CIL support

Key Tasks:

- Radiograph all remains entering the morgue
- Obtain both standard and conventional views for ease of comparison with antemortem films
 - Radiograph abdomen and chest region

- Radiograph skulls from anterior position, as well as laterally to include a clear view of the sinuses
- Radiograph extremities as needed
- Maintain a **Radiograph Log** containing:
 - Morgue reference number
 - Date and time of radiograph
 - Radiograph number
 - Number of radiographs taken for that set of HR
 - Initials of technician taking radiographs
- Mark each radiograph with the morgue reference number
- Proof the quality of all radiographs and document presence of detected implants, etc.
- Evaluate the need for additional images
- Provide radiograph support to other forensic sections upon request
- Aid other forensic teams with comparison of antemortem and postmortem radiographs
- Transfer all digital and film radiographs to the Victim Identification Center
- As needed, conduct safety screening by radiographing HR bags prior to triage, in order to assess bag contents and screen for weapons or potential hazardous materials
- Address radiation safety issues, such as shielding
- Monitor radiation dosage of team members using dosimeters
- Maintain and control accountability of all radiographs in the morgue

POSITION

Pathology Team

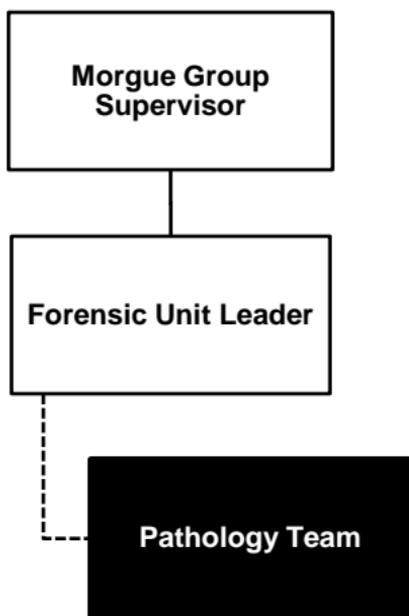
Mission: Pathology examinations are conducted to classify, inventory, and document HR represented in each body bag or HR container. The Pathology Team assists in identifying HR, defining injury patterns, and determining cause and manner of death.

Responsibilities: The Pathology Team is responsible for gross examination of all human remains processed through the morgue.

Agency: Medical Examiner

Key Tasks:

- Examine all HR bags cycled through the morgue process
- Document examination findings using a standardized morgue form to include:
 - General characteristics
 - Specific scars, tattoos, and other unique identifying features
 - Injuries and trauma
 - Implanted medical devices and other surgical interventions



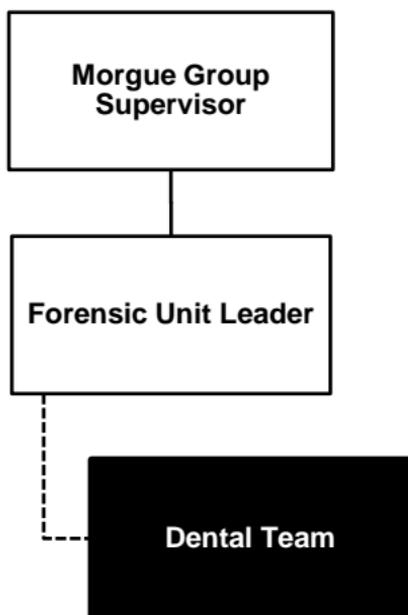
- Associated clothing, jewelry, and/or other personal effects
- Review radiographs
- Document specific scars, tattoos, and other unique identifying features
- Document injuries and trauma
- Document and recover implanted medical devices for identification
- Recover evidence and document using responding agency's chain-of-custody document
- Collect appropriate toxicology samples if warranted
- Conduct a complete autopsy, if specified by the Medico-legal Authority
- Participate in triage screening as needed
- in the absence of a morgue PE station, inventory, describe, and examine all personal effects associated with each HR container
- In the absence of a DNA collection station, refer to morgue DNA Team FOG to collect DNA samples as needed
- Provide medical consultation to other morgue stations as needed
- Complete morgue tracking forms

POSITION

Odontology (Dental) Team

Mission: Dentist examinations are conducted to classify, inventory, and document dental fragments represented in each body bag or HR container. The Dental Team assists in determining positive identification through dental charting.

Responsibilities: The Odontology (Dental) Team is responsible for gross examination of all dental fragments and dentition processed through the morgue.



Agency: Medical Examiner with JPAC-CIL support

Key Tasks:

- Examine all dental fragments cycled through the morgue process
- Document examination findings using a standardized morgue form to include:
 - General characteristics
 - Charting of dentition
 - Implanted medical devices and other surgical interventions
- Review radiographs

- Document specific dental features and other unique identifying features
- Document and recover implanted medical devices for identification
- Recover evidence and document using responding agency's chain-of-custody document
- Participate in triage screening as needed
- In the absence of a DNA collection station, refer to the morgue DNA Team FOG to collect DNA samples as needed
- Provide dental consultation to other morgue stations as needed
- Complete morgue tracking forms

POSITION

Fingerprints Team

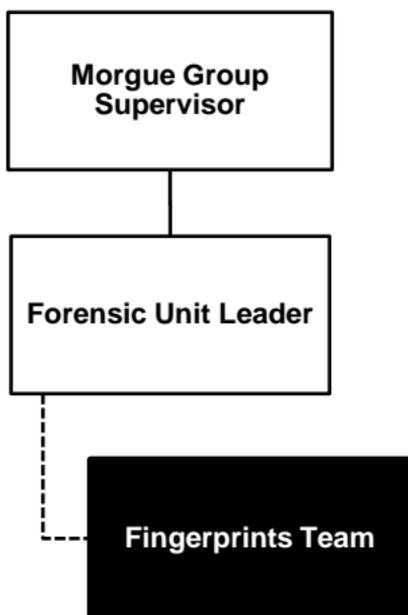
Mission: The Fingerprints Team is responsible for obtaining postmortem fingerprints of all printable human remains and submitting said fingerprints to appropriate authorities for analysis.

Responsibilities: The Fingerprints Team is responsible for obtaining legible, classifiable fingerprint impressions from HR.

Agency: Medical Examiner

Key Tasks:

- Supply necessary postmortem fingerprint supplies
- Obtain inked fingerprint impressions of all applicable HR
- Submit recorded HR fingerprints to appropriate law enforcement channels for analysis
- When presented with potential flight crew members, obtain inked footprint impressions
- Annotate fingerprinting form and release to tracker
- Complete morgue tracking forms
- Transfer record fingerprints from law enforcement agencies to the Victim Identification Center
- Generate positive identification reports when matches of record fingerprints to postmortem fingerprints are made



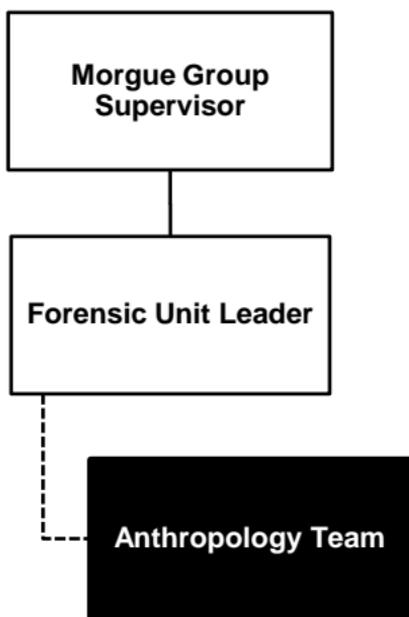
POSITION

Anthropology Team

Mission: The scope of anthropologist duties transcends all morgue processes including intake, forensic examination, and release of human remains.

Responsibilities:

Anthropologists are essential for conducting HR triage, radiograph interpretation, and examination and classification of decomposed, mummified, and skeletal remains. They may also serve in a capacity for victim identification, such as supporting Data Analysis and Quality Assurance.



Agency: Medical Examiner with JPAC-CIL support

Key Tasks:

- Examine all HR containers cycled through the morgue process
- Classify and characterize all skeletal material represented in HR containers to include sex, stature, age, ancestry, and anomalies and idiosyncratic variations
- Articulate disarticulated skeletal remains
- Document specific identifying features
- Determine ante- and postmortem trauma
- Review radiographs

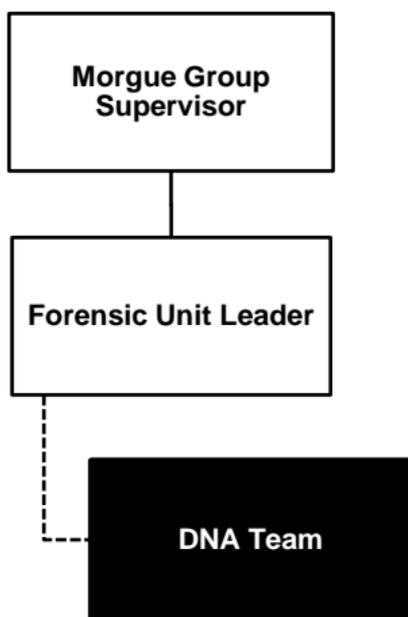
- Interpret and compare ante- and postmortem records and radiographs
- Assist other morgue stations with ante- and postmortem comparisons
- Perform quality control operations by examining identified remains prior to release to confirm that biological evidence used for identification matches the biological parameters of the remains
- Participate in triage screening as needed to evaluate and sort HR bag contents
- Provide medical consultation to other morgue stations as needed
- Document examination findings using standardized format and release to tracker
- Complete morgue tracking forms

POSITION

DNA Team

Mission: Frequently in mass fatality incidents the success of identifying and associating HR is dependent upon DNA analysis. The morgue DNA Team collects direct biological material from remains for DNA typing and analysis.

Responsibilities: The DNA Team sets selection criteria, obtains appropriate DNA samples from HR, and initiates chain of custody for all samples collected.



Agency: Medical Examiner with JPAC-CIL support

Key Tasks:

- Establish DNA specimen selection criteria in concert with the morgue's Medico-legal Authority and the supporting DNA laboratory
- Examine all HR containers and collect buccal swab, blood, tissue, bone, or teeth samples, as available and in accordance with the sample collection procedures of the supporting DNA laboratory
- Establish DNA evidence collection numbering method
- Label and individually package each collected DNA sample
- Initiate chain of custody documentation on all DNA samples collected

- Store DNA samples in a refrigerator or freezer appliance dedicated for DNA storage
- Maintain accountability and security on all collected DNA samples
- Relinquish DNA samples to supporting DNA laboratory
- Complete morgue tracking forms
- Provide collection guidelines and consultation to FAC DNA Collection Team for family reference collections and direct reference items relinquished by families
- Receive DNA family references and direct references collected at the FAC for transfer to supporting DNA laboratory
- Provide technical assistance to the Data Analysis Team of the Victim Identification Center to interpret and understand DNA laboratory findings and reports

POSITION

Victim Identification Unit Leader

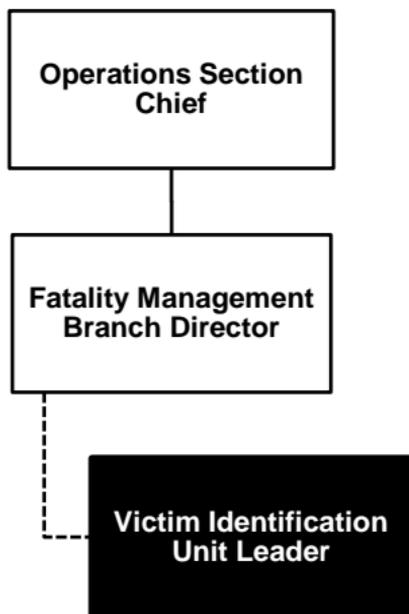
Mission: The Victim Identification Unit Leader has oversight for teams in the Victim Identification Center, maintaining ante- and postmortem records, conducting analysis of both, suggesting probable identification matches, and controlling release of human remains.

Responsibilities: This Unit is responsible for managing the morgue identification processes and exercising administrative control over all human remains documents, images, and files.

Agency: Medical Examiner

Key Tasks:

- Oversee all Victim Identification Teams and functions including: Data Management, Records Collection, Data Analysis, and Quality Assurance
- Aid Victim Identification Teams in developing, publishing, and implementing station protocols specific to the incident
- Serve as an advisor to the incident authority for death certification
- Present identification finding to the incident authority for death certification



- Determine post-processing identification requirements and the appropriate methods for documentation and storage of file materials
- Report identifications made to the Fatality Management Branch Director and Morgue Group Supervisor
- Identify supply and equipment needs of Victim Identification Teams to logistics representatives
- Ensure information management system equipment is installed and functioning properly
- Represent Victim Identification Teams at operational, planning, and other ad hoc meetings
- Conduct Victim Identification Center meetings with team representatives as needed
- Resolve any reported victim identification issues
- Oversee demobilization procedures and processes for subordinate teams

POSITION

Postmortem Data Management Team

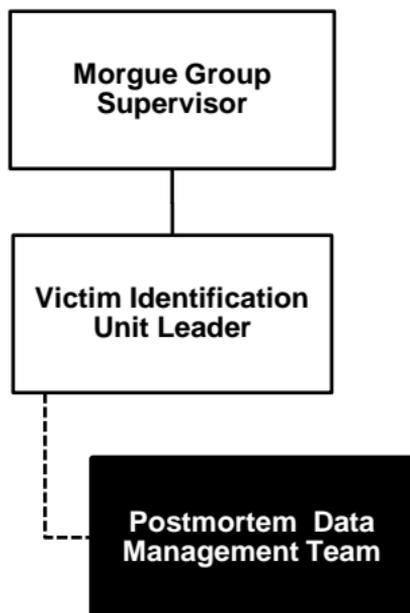
Mission: Morgue operations supporting victim identification efforts for mass fatality incidents generate a huge amount of hard-copy records and data files. These records become legal documents of significant importance for many years. Administering these identification records requires a Data Management Team.

Responsibilities: This team controls the collecting, recording, and storing of ante- and postmortem information.

Agency: Medical Examiner

Key Tasks:

- Label all documents received by the Victim Identification Center
- Scan antemortem documents into the Victim Identification Program
- Edit record entries for accuracy and initial forms, noting completion of edits
- Restrict access and maintain accountability and security of all file records and data files



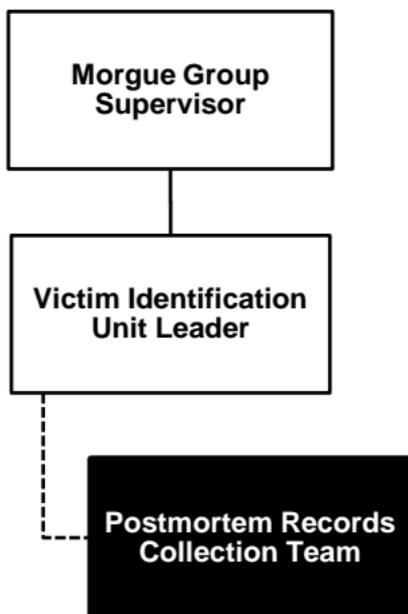
- Create and maintain a master log of all ante- and postmortem records
- Log release or transfer of any documents leaving the Team's files
- Shred all confidential documents no longer needed (such as duplicates) after review by the Victim Identification Group Supervisor
- Verify release of all original records to local authorities

POSITION

Postmortem Records Collection Team

Mission: Mass fatality victim identifications are dependent upon comparison of postmortem data with antemortem data. This team seeks out antemortem records from external sources to use in that comparison process.

Responsibilities: This team uses presumptive identification information of MFI victims (i.e. passenger manifests) to search for and obtain antemortem medical records for use in identification processes. The team requests, tracks progress, and documents receipt of medical records from hospitals, medical and dental offices, and other records providers.



Agency: Medical Examiner with JPAC-CIL support

Key Tasks:

- Review Deceased Victim Record (DVR) Files to reveal potential sources for additional identifying data
- Search for, locate, and request antemortem records for use in identification processes
- Attach a ***Deceased Victim Record Cover Sheet*** to each DVR folder containing:
 - Antemortem interview forms
 - Dental records

- Dental X-rays
- Medical records
- Medical X-rays
- Fingerprint/footprint records
- Photographs
- Receive records and data files from the FAC Forensic Team for comparison to postmortem information
- Log, label, and file all ante- and postmortem records submitted to the Victim Identification Center Group Supervisor
- Record the time and date each document is received by records management
- Scan documents (photographs, X-rays, medical charts, etc.) created from morgue processes into computer-based identification programs
- Verify all morgue documents have been labeled properly
- Post antemortem documents into computer-based victim identification programs
- File antemortem documents into DVR folders
- Place “out of file” card in DVR for any item removed from files. The “out of file” card should contain:
 - File/Decedent name
 - Date removed
 - Document removed
 - Location of document (destination)
 - Name of individual to whom item was released
 - Date returned

POSITION

Data Analysis Team

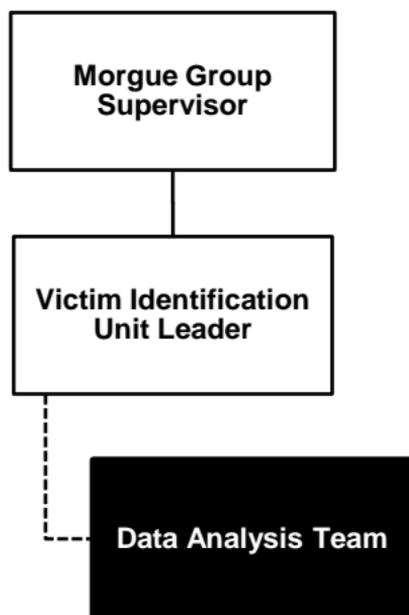
Mission: The primary function of the Data Analysis Team is to conduct comparisons of ante- and postmortem records to establish scientifically matching details upon which to form the basis for positive identifications of unidentified human remains.

Responsibilities: Conduct comparative analyses of ante mortem data and postmortem evidence to match for identification purposes.

Agency: Medical Examiner

Key Tasks:

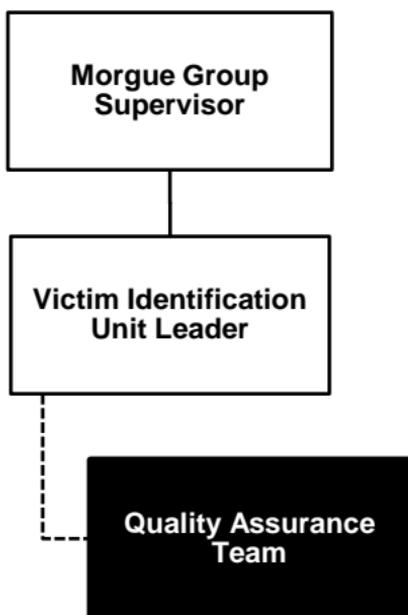
- Compare ante- and postmortem records to exclude possibilities and match facts and evidence leading to the identification of human remains
- Identify and request follow-up examinations to further uncover facts relative to identification
- Conduct second reviews of working conclusions reached by other team SMEs
- Prepare an Identification Summary Report for the victim identification presentation to the Medico-legal Authority for the incident (which is required for identification approval and subsequent death certification)



POSITION

Quality Assurance Team

Mission: It is imperative that morgue identifications are absolutely accurate before human remains are released for final disposition. Even the slightest error can have profound legal implications. The purpose of the QA Team is to conduct a final review of the identification process to ensure the administration and processing of HR has been completed correctly.



Responsibilities: The Quality Assurance Team verifies the correctness and completeness of all morgue documentation by conducting a final review of each HR record created.

Agency: Medical Examiner

Key Tasks:

- Reconcile the hard-copy files with computer files
- Conduct review of findings leading to victim identifications by the Data Analysis Team
- Examine identified remains prior to release to confirm that the biological evidence used for identification matches the biological parameters of the remains
- Ensure that disassociated remains associated with other identified remains are assembled correctly for release to next of kin (NOK), or their representative

Morgue Staffing Chart

The Incident Command System and National Incident Management System should be followed when staffing positions. It is important to remember that the type of mass fatality incident, location of incident and size of incident will determine the staffing requirements and duration in which the personnel are needed. The figures below are a baseline to provide staffing guidance to the ME in the event DMORT is NOT deployed.

Morgue Staffing Chart

Staffing Positions	1-100 fatalities	101-200 fatalities	201 or more fatalities
	Number Personnel	Number Personnel	Number Personnel
Administrative personnel	5	7	10
Triage	2	2	4
Photography	2	2	4
Pathology (Dr & Assistant)	2	4	6
Dental (Dr & Ass't Postmortem Team)	2	4	6
Dental (Dr only Antemortem Team)	2	3	5
Anthropology (morgue)	1-2	2-3	3-4
Anthropology (site)	1	1	2
Radiology	2	2	3
Fingerprinting	2	3	4
DNA	2	2	4
Trackers (Body Escorts)	10	15	25
Site Recovery	10	22	32

Temporary Morgue Supply Checklist

In the event of a mass fatalities incident, the following items will be required for temporary morgue operations. Establishing a pre-event stockpile of these supplies at the state or local level is recommended.

Administrative Support Supplies

Equipment-Supply	1 - 100 fatalities	101 - 200 fatalities	201 or more fatalities
Facility size (min.)	5000 sq. ft.	6,000-8,000 sq. ft.	8,000-10,000 sq. ft.
Radio base station	2	2	2
Radio, handheld	8	16	20
Radio, battery	16	32	40
Radio, charger	8	16	20
Radio, repeater	1	1	2
Phones	3	4	7
Fax machine with cable	1	1	1
Computers with cable	4	5	6
Printers with cable (ink jet)	2	2	2
Printer ink cartridges	2	2	2
Refrigerated trailers	1-2	2-6	6-12
Dumpster, bio-hazard	1	1-2	2-3
Bleach	4 gallons	8 gallons	12 gallons
Body bags	300	600	1200
Anti-bacterial hand soap	1 case (12)	2 cases	3 cases
Paper towels	4 cases (12)	6 cases	10 cases
PPE (multiple sizes)	10 cases	15 cases	20 cases
Surgical gloves (multi sizes)	10 cases	15 cases	20 cases
Surgical mask	10 cases	15 cases	20 cases
Copier	1	1	2
Copier Paper, case	5	7	10
Manila Folder	150	250	500
Pens	100	100	100
Pencils	100	100	100
Correction fluid	20	20	20
Tape, Adhesive roll	25	25	25
First Aid Kit	2	2	2
Paper, tablets (pkgs)	25	25	25
Folding tables	5	5	10

Folding chairs	25	30	35
Binders, 3 ring	15	20	25
Stapler office	5	5	5
Stapler boxes	10	10	10
Scissors	5	5	5
Rubber bands boxes	10	10	10
Stapler Remover	5	5	5
Pencil Sharpener	2	2	2
File Box, plastic	10	15	50
Extension cord (25ft)	10	10	10
Surge protector	10	10	10
Paper clips boxes	20	20	20
File label, packages	10	15	20
Locked file cabinet	5	7	10
Digital camera	1	1	1
Dry Erase Board	2	2	2
Assort. Dry Erase Markers – packages	2	2	2
Nomad Dental X-ray	2	2	4
Dexus Software	1	1	1

Structure Type

The temporary morgue should be a hard, weather tight structure with concrete floors, if possible. Air conditioning, electricity, water, and sanitary facilities are needed. It should contain a separate office space area for an administrative section. Furthermore, the structure should be located out of public view and protected from public access (i.e., airport hangar, warehouse facility).

DO NOT USE A PUBLIC FACILITY

A Temporary morgue facility should be established when human remains exceed the number of holding spaces within the current morgue facility. Refrigeration trucks/containers should be procured to handle the number of fatalities. If the postmortem examination area cannot support both the incident

and day-to-day operations, then a temporary morgue facility needs to be procured

Electrical Requirement

Minimum of 200 amp 120/240 single phase service

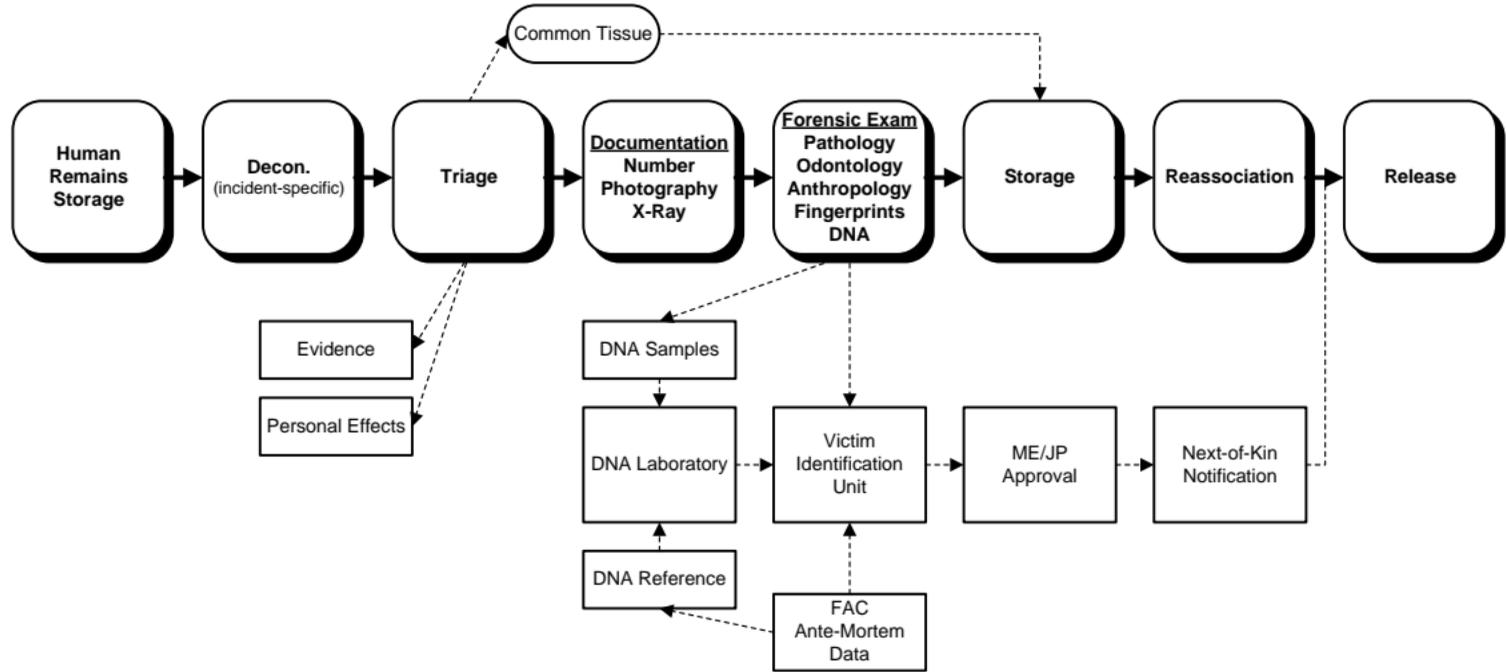
Sanitary Facilities

- Hot and cold water available with utility sink and hose bib connector
- Restroom facilities
- Shower for emergency decontamination of personnel
- Floor drains in morgue operational areas

Site Security

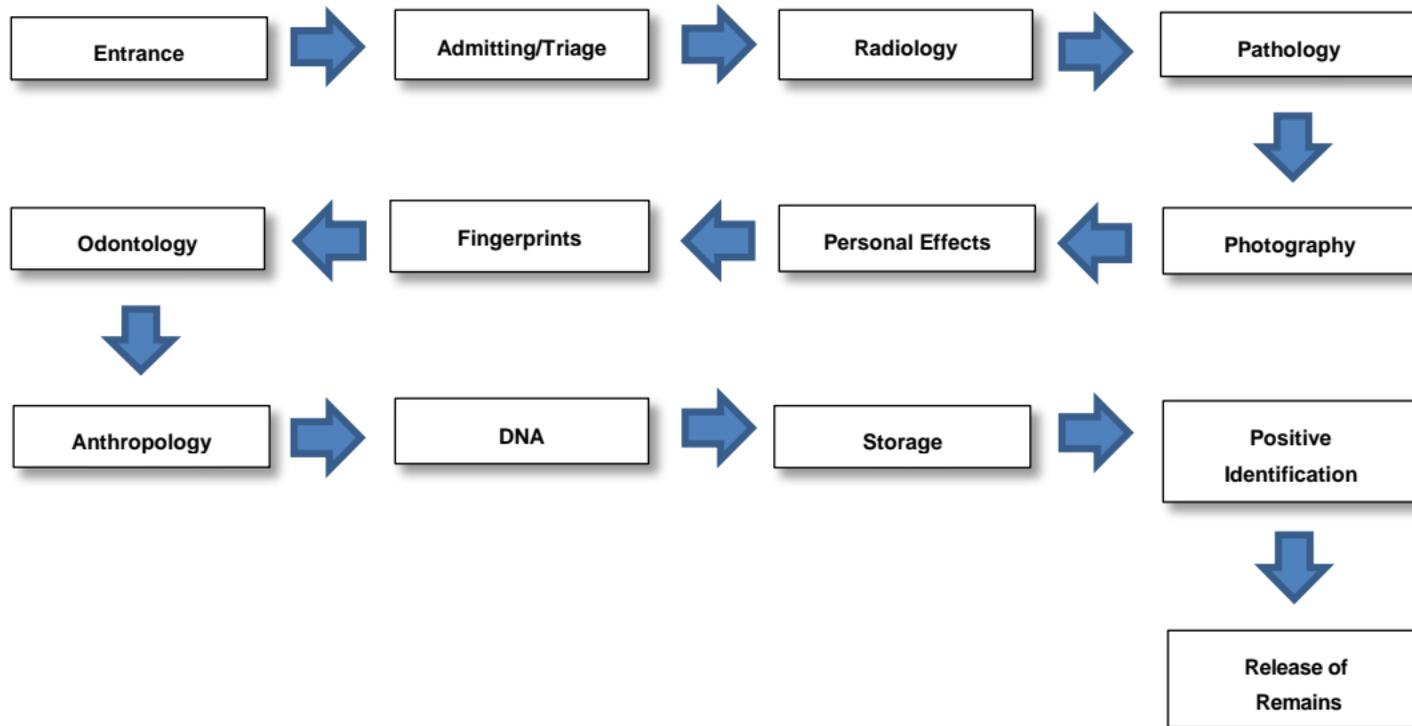
Security may be provided by local police 24/7- to prevent unauthorized access of families, press and others.

Morgue Operations Flowchart



Morgue Facility Setup

The areas of operation within the morgue are the following:



NOTE: All other morgue operation areas will be set-up and defined with a modular system of flexible poles, stands and drop curtains. This system is designed to permit sizing of modules consistent with mission requirement and space constraints.

The above requirements are consistent with the federal DMORT Disaster Portable Mortuary Unit (DPMU). If DMORT responds, they will arrive with the above equipment and supplies to establish a temporary morgue. All other responses will require local response with equipment and supplies.

Power Distribution Kit

- Portable 6. KS Diesel Generators (5)
- Generator Power Drop Cables
- Pigtail Cables (connect to existing building service)
- Distribution Boxes
- Power Cables w/Quad Boxes
- UPS (Un-Interruptible Power Supply)

Escort Tracking Form

Place a checkmark beside each station upon the completion of the examination, followed by Station Head's initials, day of inspection, and time of completion.

Human Remains Number: _____

Station	Completed	Initials	Date	Time
Reception & Triage				
Photography				
Radiology				
Dental				
Latent Prints				
DNA				
Pathology				
Anthropology				
Embalming				
Casketing				

Name of Tracker: _____

Signature of Tracker: _____

Date of Completion: _____

Personal Effects Inventory Report

PE #	Type	Color	Size	Quantity
Marks	Product Name		Other	

PE #	Type	Color	Size	Quantity
Marks	Product Name		Other	

PE #	Type	Color	Size	Quantity
Marks	Product Name		Other	

PE #	Type	Color	Size	Quantity
Marks	Product Name		Other	

PE #	Type	Color	Size	Quantity
Marks	Product Name		Other	

Deceased Victim Record Cover Sheet

Human Remains Number: _____

_____ **Antemortem Interview Form**

_____ **Dental Record**

_____ **Dental Radiographs**

_____ **Medical Records**

_____ **Medical Radiographs**

_____ **Fingerprint/Footprint records**

_____ **Photographs**

XVI. FAMILY ASSISTANCE POSITIONS

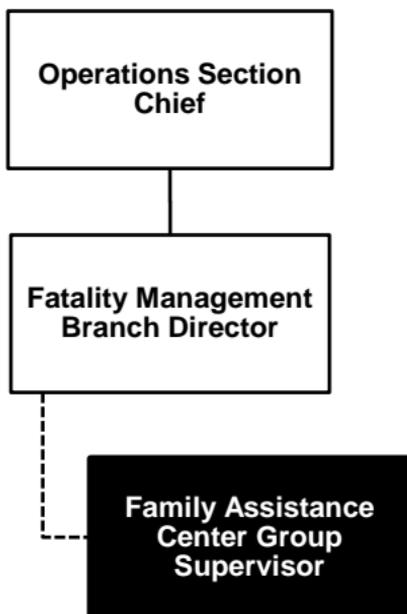
Family Assistance Operations is responsible for providing services to the families of the persons directly affected. This includes registering families, providing for immediate needs, mental health support and gathering ante mortem data.

The positions listed below are the core positions needed to setup a Family Assistance and provide support in the Family Assistance Center or Family Information Center. The number of staff and types of positions required will depend upon the specifics of the incident.

POSITION

Family Assistance Center Group Supervisor

Mission: Family Assistance Centers are established to support victim identification processes by collecting antemortem information about the victims and rendering aid to the family and friends of those who fall victim to mass fatality incidents. The FAC Group Supervisor manages all activities required to support the families and friends of the victims and collect the antemortem information needed to identify the victims.



Responsibilities: The FAC Group Supervisor has overall responsibility for the daily operations, management, and supervision of the FAC. These responsibilities include collecting accurate ante mortem information and documentation about the victims and providing care and support of FAC patrons such as: providing a safe and secure place to gather; providing timely and accurate information relating to the recovery, identification, and disposition of victims; and providing emotional, spiritual, medical, and logistical support.

Agency: American Red Cross with Medical Examiner support

Key Tasks:

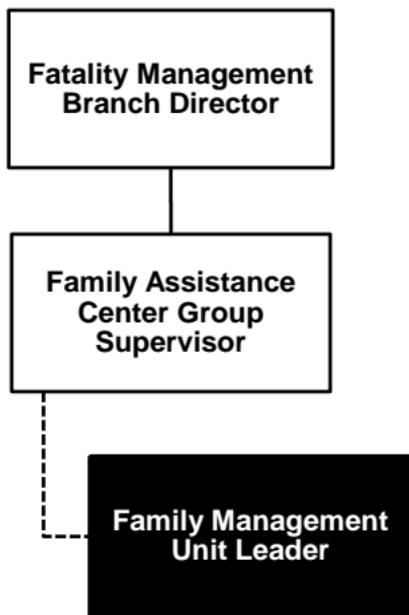
- Assist Assessment Team in determining FAC site location
- Establish FAC services required to meet the needs of FAC patrons
- Identify FAC personnel requirements based on FAC operational teams
- Coordinate finalizing protocols for each FAC component, in conjunction with Medical Examiner's Office and subject matter experts
- Supervise FAC Family Management Unit Leader and Health and Human Services Unit Leader
- Identify and procure any special equipment necessary to support the operation
- Work with ME/ME's office and PIO to coordinate family briefings
- Conduct operational briefings for FAC staff as needed
- Liaise with various NGOs participating in FAC operations
- Ensure that proper credentials, certifications, and vetting are in place for FAC staff
- Represent FAC Units at operational, planning, and other ad hoc meetings
- Assist Fatality Management Branch Director to determine FAC demobilization timelines
- Direct demobilization procedures to subordinate units and teams

POSITION

Family Management Unit Leader

Mission: The Family Management Unit Leader has oversight for FAC teams that process calls to the FAC, receive and direct FAC patrons, and coordinate identification notifications and victim remains disposition instructions.

Responsibilities: This Unit Leader is responsible for managing the Call Center procedures for fielding inquiries, conducting telephone interviews, recording information, and disseminating accurate information to callers. This position oversees the intake of FAC patrons and their navigation through FAC services. This leader also supervises victim identification notifications to next of kin (NOK) and receiving instructions for disposition of victim remains.



Agency: Medical Examiner

Key Tasks:

- Oversee the Call Center, Reception - Registration, and Notification - Disposition teams
- Aid Call Center staff in developing and implementing call scripting and information collection forms
- Identify team equipment needed to logistics representative(s)

- Ensure the privacy and security of patrons at the FAC
- Maintain accurate lists of reported missing persons and patrons receiving FAC services
- Make certain that “know missing” and “possible missing” Call Center Intake Forms are turned over to the Missing Persons Unit Leader
- Oversee Notification/Disposition Team efforts to determine NOK wishes for notification procedures and disposition instructions
- Represent Call Center, Reception - Registration, and Notification - Disposition teams at operational, planning, and other ad hoc meetings
- Conduct unit meetings with team representatives
- Provide briefing information for family updates and other forums
- Coordinate NOK wishes with appropriate FAC and Fatality Management elements
- Oversee demobilization procedures and processes for subordinate teams

POSITION

Call Center Team

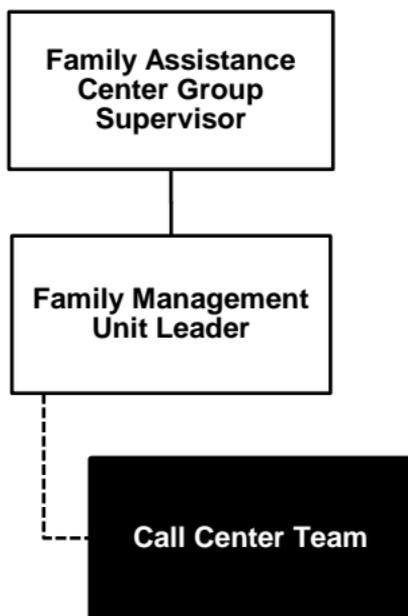
Mission: A critical component to a MFI response is the gathering and disseminating of information from the public. This team serves as the primary contact point for all incoming calls to the FAC. It receives and records calls and important victim/family information and provides a critical communications link to victims' families.

Responsibilities: The team receives over-the-phone initial intake information calls and directs callers to the appropriate next step.

Agency: American Red Cross

Key Tasks:

- Prepare Call Center Resource Binder for each phone station
- Refer to Call Center Scripting Form for each incoming call
- Treat each caller with respect and sensitivity
- Refer:
 - Volunteers to American Red Cross website: www.hawaiiiredcross.org "click" volunteer tab
 - Donations to American Red Cross website: www.hawaiiiredcross.org "click" donations tab



- Media to the Public Information Officer or JIC media center
- Distressed callers to Mental Health Team or Spiritual Services Team
- Record pertinent caller details on Call Center Intake Form
- Prioritize and assess needs of callers and record on Call Center Intake Form:
 - *“Known missing”* (i.e., my son and daughter-in-law had tickets to the concert at the local concert venue and called us from the concert, and now I cannot reach them)
 - *“Possible missing”* (i.e., my son had said he was going to the concert tonight, and now I cannot reach him)
 - *“Not known”* (i.e., my son and his family live in Montgomery City and frequently attend concerts at the local concert venue, and I cannot reach them)
- Refer *“Not Known”* callers to the American Red Cross Safe and Well website www.safeandwell.org “click” list you or search registrants.
- Transfer collected information on forms to the shift supervisor or the Call Center Team Leader
- Maintain confidentiality of family/victim information

POSITION

Reception/Registration Team

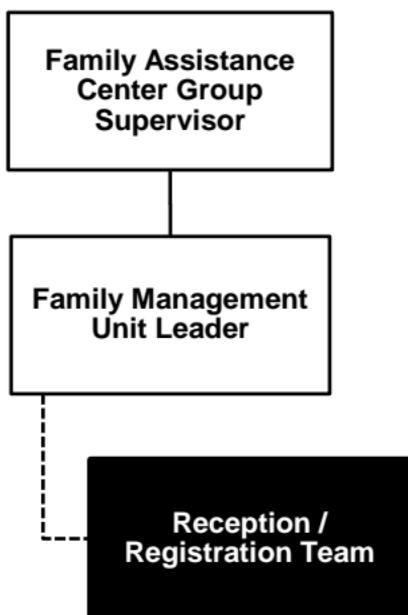
Mission: This team receives visitors to the FAC, assesses needs, and provides information regarding available services.

Responsibilities: Team members will screen visitors; register, and badge valid FAC family members; provide general information requested; and navigate patrons through FAC services.

Agency: American Red Cross with Honolulu Department of Emergency Management support (NOTE: ARC does not have access to badging equipment; also assistance with credentialing/badging criteria and training on equipment will be required)

Key Tasks:

- Welcome visitors to the FAC and conduct identification checks
- Determine the category of walk-in patrons' associated MFI victim
 - Known missing
 - Possible missing
 - Not known
- Direct "not known" patrons to the ARC Safe and Well website using a FAC computer

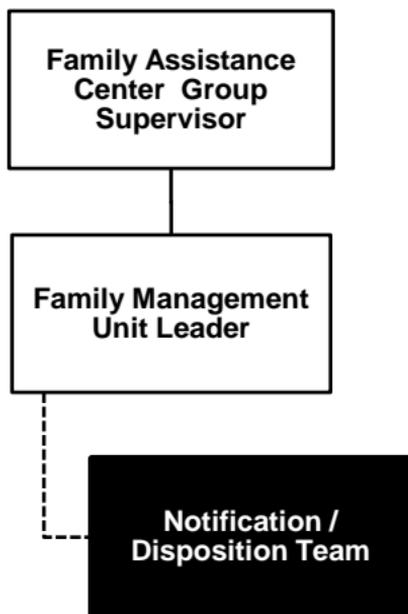


- Gather locator information on primary and secondary next of kin and who will be visiting the FAC on the **Family/Friend Registration Form**
- Thoroughly explain the process and purpose of requesting personal information
- Register first-time patrons and issue badges, or some other predetermined form of identification
- Maintain the **Family/Friend Daily Sign-In Sheet** for authorized visitors
- Acquaint patrons with available services and station locations within the FAC
- Distribute schedule information on operating hours, meeting and briefing times, etc.
- Assess emergency and non-emergency needs of patrons
- Provide, as needed, station-to-station guides
- Badge and photograph all friends and family entering the FAC

POSITION:

Notification/Disposition Team

Mission: This team will notify family members of the confirmed identification of their deceased loved one and coordinate the release of the human remains in accordance with the family's wishes. The death notification process facilitates the return of remains and allows families to grieve and memorialize their loved one.



Responsibility: The Notification/ Disposition Team will deliver death notification either at the FAC or at the family member's home according to previously-stated family preferences. The team will also initiate disposition processes on behalf of the family. **Mental Health providers should be present at the FAC to provide support and assistance to the ME/ ME and law enforcement when notifications are made.**

Agency: Medical Examiner with Honolulu Police Department support;

Notification is made through and by the Medical Examiner with support from local police. In the event family members are not present, law enforcement in the area hometown jurisdiction will make the notification.

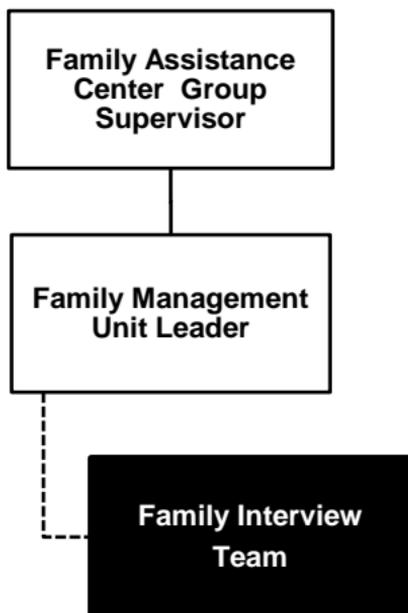
Key Tasks:

- Follow guidelines established by the Medico-legal Authority for notification and disposition
- Secure and comply with family's wishes regarding notification
- Ascertain and comply with family's wishes regarding future notification and
- Make sure the families are aware that the timing of the release of the victim's remains will be impacted by their notification frequency choice
- Determine the most appropriate team composition for each notification (e.g. is it more appropriate to have a clergy member accompanies the team or a mental health worker?)
- Assess family needs for potential crisis assistance

POSITION

Family Interview Team

Mission: Family members and friends of MFI decedents have valuable information about their loved ones that is key to identifying the victim. This information is obtained through a formal interview process. The Family Interview Team collects detailed information about MFI victims to assist in victim identification. Physical characteristics, descriptions of clothing worn, and personal belongings (i.e. jewelry) are examples of the information gathered.



Responsibility: This team is responsible for conducting formal interviews of victim families, friends, and associates to gather information useful in the victim identification process and to provide information to the interviewees.

Agency: Medical Examiner, supported by Local Funeral Directors and Staff

Key Tasks:

- Establish rapport and trust with interviewees
- Be sensitive to the needs of grieving family members and to their cultural beliefs and practices

- Identify language or communications barriers and obtain interpreters as necessary
- Conduct individual or group interviews with families and other victim associates in a private setting and following the ***Presumed Disaster Victim Data Form (Initial Interview)***
- Have the interviewee(s) verify the information documented on the interview worksheet
- Establish victim kinships, chart family trees, and identify suitable DNA donors for victim identification
- Have appropriate DNA donors complete the *DNA Collection Forms*
- Identify sources of victim antemortem records and report findings to the Antemortem Records Collection Team
- Answer questions the interviewee(s) may have and aid their obtaining additional information as requested
- Explain the identification and release of remains processes to family members and note relevant information about the family's religious or spiritual beliefs
- Complete Initial Notification Preference with family members
- Refer appropriate family members to the DNA Collection Station
- Conduct telephone interviews of family members unable to travel to the FAC site
- Maintain confidentiality of all verbal and written communication concerning the victims, their families, and other patrons, and limit release of information to official use only sources
- Enter interview results into VIP software program or pass interview worksheet to Antemortem Data Management Team to accomplish
- Verify accuracy of interview information entered into VIP

Position

Antemortem Data Management Team

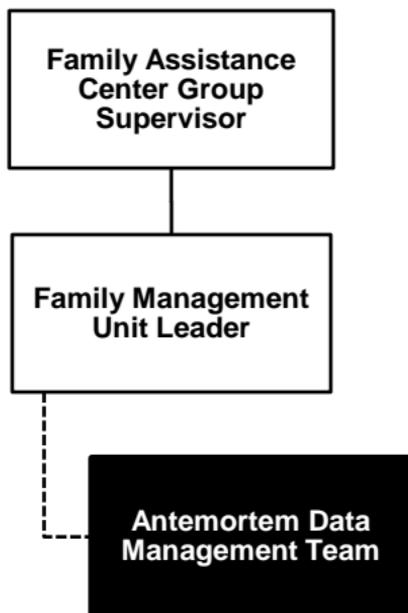
Mission: This team provides clerical support for all aspects of FAC operations and antemortem information collection.

Responsibility: The Antemortem Data Management Team creates and maintains hard copy and electronic files for each reported missing victim and hard copy and electronic case management files for FAC patrons.

Agency: Medical Examiner and Funeral Directors

Key Tasks:

- Create an individual hard copy file for each reported missing person
- Enter information from VIP interview worksheets into the VIP database
- Scan hard copy documents and records into the VIP database
- Maintain FAC patron files
- Conduct database queries to prevent duplication of records
- Edit computer entries to ensure accuracy and completeness of records
- File records



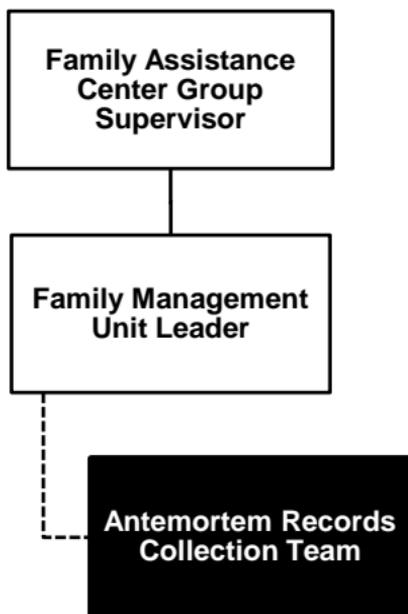
- Transfer data files to and from morgue operations
- Maintain security and control access to all files
- Perform other clerical duties as assigned

POSITION

Antemortem Records Collection Team

Mission: The Antemortem Records Collection Team gathers and manages vital antemortem data through various collection methods to assist in positive identification of victims.

Responsibility: This team uses victim medical history collected from patrons during the family interviews and obtains medical records for postmortem comparison in the identification process.



Agency: Medical Examiner

Key Tasks:

- Initiate telephone contact with decedent medical providers to request dental records, X-rays, and medical records for comparison by morgue personnel
- Note status of requested records on the ***Requested Medical Records Log***
- Provide clarification of HIPAA regulations to medical providers reluctant to release decedent records; if necessary send provider a clarification letter
- Monitor the status of incoming dental records, X-rays, and other medical records to ensure that all records have been received

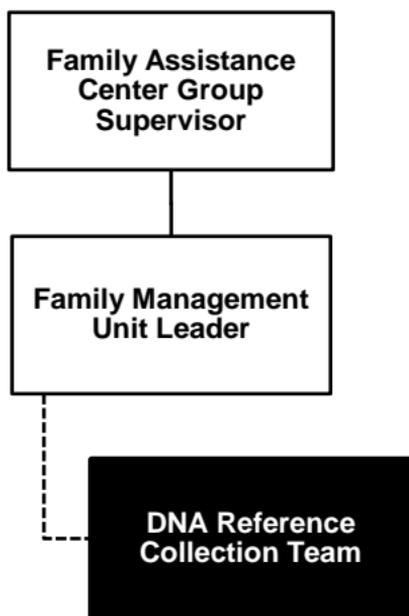
- Have victim records in foreign languages translated as needed
- Send victim medical and dental records to the morgue upon receipt
- Transfer medical records to the Antemortem Data Management Team upon receipt

POSITION

DNA Reference Collection Team

Mission: Frequently in mass fatality incidents the success of identifying and re-associating HR is dependent upon DNA analysis. This team obtains appropriate DNA reference samples for comparison to victim DNA obtained from morgue operations.

Responsibilities: This team gathers appropriate DNA samples from victim next-of-kin, temporarily stores and secures collected samples, accepts personal belongings released from families of victims that may contain victim DNA, and initiates chain-of-custody documents for all samples collected.



Agency: Medical Examiner

Key Tasks:

- Establish walk-in office operating hours and schedule appointments for sample collection
- Receive family members identified from FAC interviews for DNA reference sample collection via buccal swab or blood samples, as required
- Obtain from family members the personal belongings of potential victims that may contain direct DNA references of victims

- Follow DNA specimen collection guidelines provided by morgue DNA Team
- Label and individually package each collected DNA sample
- Initiate chain-of-custody documentation on all DNA samples collected
- Store DNA samples in a refrigerator or freezer appliance dedicated for DNA storage
- Maintain accountability and security on all collected DNA samples
- Transfer DNA family references and direct references collected to the morgue DNA Team

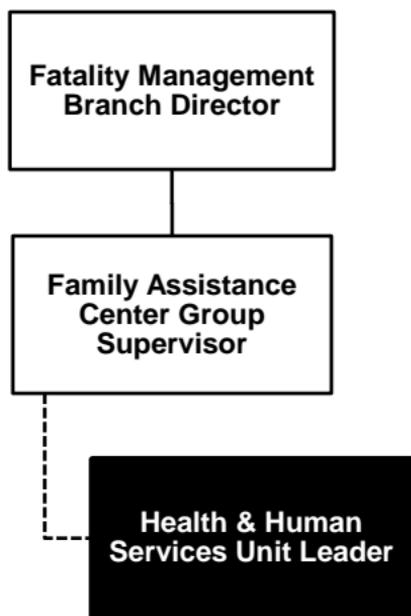
POSITION

Health & Human Services Unit Leader

Mission: The Health & Human Services Unit Leader oversees the FAC teams that provide physical, emotional, and spiritual care to the family and friends of victims at the FAC.

Knowledge, Skills, and Abilities:

Skills and experience in process management and administration and previous experience with people in crises are necessary, as well as an understanding of local and state mental health response and child care regulations. The Health & Human Services Unit Leader is subordinate to the FAC Group Supervisor.



Responsibilities: This Unit Leader is responsible for support services for FAC victims' family and friends.

Agency: American Red Cross

Key Task:

- Coordinate with Logistics Section to obtain interpreters/translators for families and friends who do not speak, read, or write English or who are hearing impaired
- Validate credentials of mental health, spiritual services, and child care providers

- Communicate child care equipment needs to the Logistics Section
- Inform Logistics Section of supplies needed to support the FAC
- Represent subordinate teams in tactical, planning and other ad hoc meetings
- Conduct meetings with team representatives
- Provide briefing information for family updates and other forums
- Oversee demobilization procedures and processes of FAC

POSITION

Case Assessment Team

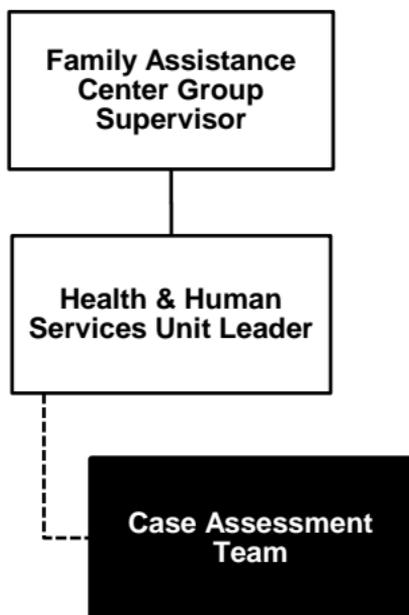
Mission: The Case Assessment Team coordinates external support services to Family Assistance Center patrons.

Responsibility: The team coordinates external support services to patrons at the FAC, maintains a help desk, and secures interpreters/ translators.

Agency: American Red Cross

Key Tasks:

- Maintain a help desk to answer questions from people via telephone or in person
- Help FAC patrons to secure outside services, such as:
 - Financial assistance and planning
 - Laundry services
 - Medical services
 - Victim assistance services
- Complete **Secondary Services Referral Form**
- Direct patrons to other federal, State, or local agencies
- Aid FAC patrons in identifying governmental, corporate, and non-profit support services
- Provide interpretation and translation services for:
 - Individual and family meetings
 - Family briefings
 - FAC materials and antemortem records



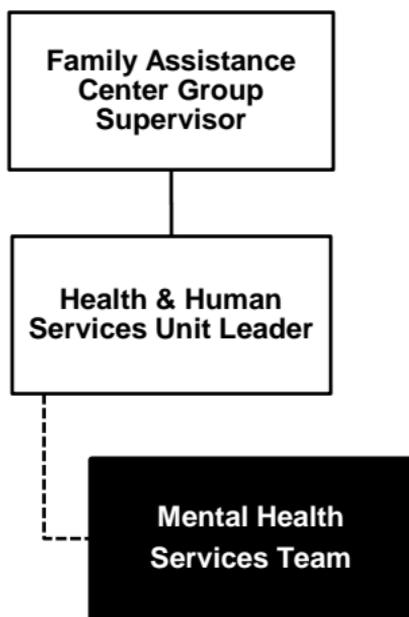
- Callers or visitors to the FAC who may not speak, write, or read English or who are hearing impaired
- Maintain computers/internet service and telephones that can be used by patrons
- Work with representatives from Child Protective Services to assist minors who are either separated from family members or who have become “situational orphans” as a result of the MFI

POSITION

Mental Health Services Team

Mission: The Mental Health Services Team assists families in coping with tragedy by providing Psychological First Aid (PFA) and/or mental health services. The team also provides mental health services for responders at the site, morgue, and FAC.

Responsibility: The team assists patrons in understanding and managing the full range of grief reactions. Team members provide crisis intervention, mediation, and management of 'at risk' patrons by providing referrals to mental health professionals and support groups located in the family member's local area. In addition, the Mental Health Services Team helps staff and volunteers cope with the common MFI stress symptoms.



Agency: American Red Cross

Key Tasks:

- Adhere to established mental health services procedures
 - Use of PFA/National Organization for Victim's Assistance Crisis Response
 - Recordkeeping
 - Confidentiality and privacy protection

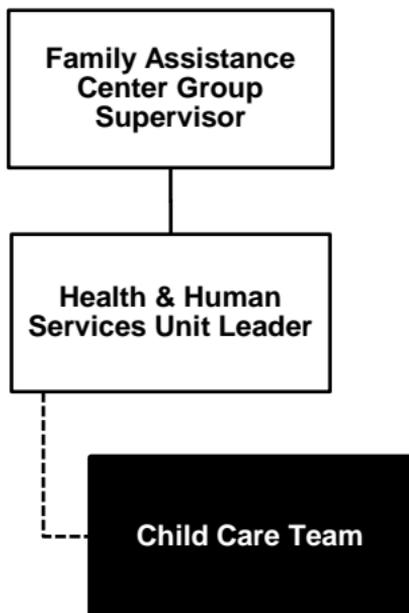
- Make referral lists for patrons/staff who need more intensive or long-term counseling
- Use the generic title of “counselor” to reduce mental health stigmas
- Circulate throughout the FAC to monitor patron and staff mental health status
- Guide patrons and staff to private rooms for counseling
- Make handouts and educational materials for various subjects available to patrons, including: grief process, how to answer children’s questions about the tragedy, etc.
- Monitor patrons at family briefings
- Assist with family interviews and death notifications, as needed
- Provide behavioral health assessments and appropriate interventions for callers in the call center as needed
- Attend all events (e.g., incident site visits) to monitor patron reactions during activities
- Aid staff and volunteers in coping with the common MFI stress symptoms
- Work closely with the Spiritual Services Team to maximize assets and minimize functional overlap
- Advise responders on mental health issues

POSITION

Child Care Team

Mission: The Child Care Team establishes a secure, friendly, and healthy setting for the short-term care of children while parents, guardians and relatives are in the FAC.

Responsibility: The team makes available short-term childcare for parents during FAC operating hours and special events (i.e. site visits, memorial services), provides activities and caring support to children, coordinates activities with mental health services, and provides information and referral for families who need childcare after FAC hours.



Agency: American Red Cross

Key Tasks:

- Secure age-appropriate materials and supplies to support the age groups being served
- Provide the Health and Human Services Unit Leader with daily totals of the number and ages of children and families using child care services
- Communicate with parents/guardians and FAC leadership regarding information on child care activities and issues

- Coordinate/monitor the special needs of children and coordinate activities with the Mental Health Services Team to meet those needs
- Coordinate distribution of donated children's items to the children and their families
- Be responsible for daily room setup, including:
 - Organize play areas with toys accessible to children
 - Have bathroom/diaper changing areas set up
 - Ensure continuing arrangements for snacks, juice, and meals
 - Restrict live TV when children are present
- Wear nametags at all times for both staff and children
- Maintain sign-in procedures
- Use proper hygiene standards for diapering and toileting
- Review safety standards (i.e. protecting children under 3 from choking hazards, watching for pinched fingers in drawers, doors)
- Make information available to parents on caring for children experiencing grief/disaster, where to call if help is needed, evacuation plans, etc.
- Inform parents of the following responsibilities:
 - A parent/guardian must register each child (i.e. name of parent, contact information, child's name and age, etc.)
 - A parent or guardian must provide staff with special instructions, such as medical conditions or dietary needs and requirements, approximate time of return, and planned location(s) in the FAC in case parents must be contacted
- Exercise daily closing procedures, including:
 - Ensure all children have been accounted for
 - Prepare daily shift report
 - Disinfect toys
 - Organize room; leave special instructions for opening (i.e. cleaning, towel replacement, key/folder return)

POSITION

Mass Care Team

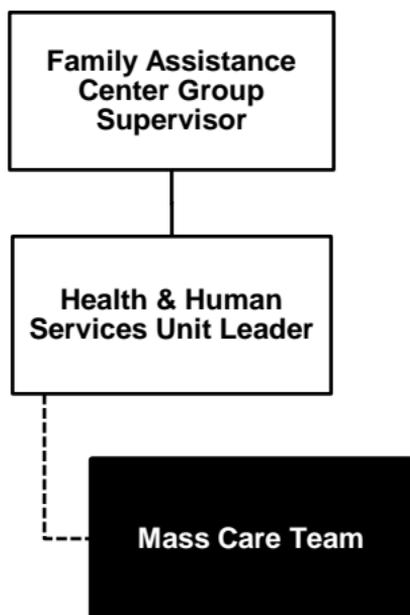
Mission: The Mass Care team provides food and temporary shelter for FAC patrons and staff.

Responsibility: The team will arrange for food service for patrons and staff at the Family Assistance Center and also coordinate lodging as needed.

Agency: American Red Cross

Key Tasks:

- Provide three meals a day at the FAC
 - Food is catered or made on premises, depending on the facility and staff expertise
 - Vouchers for the hotel restaurant are provided if the FAC is in a hotel with restaurant services
- Make available snacks and drinks during operating hours
- Ensure appropriate foods are available to those with particular cultural, ethnic, and dietary needs
- Arrange separate dining rooms for FAC patrons and staff
- Coordinate temporary lodging at area hotels or shelters for patrons residing outside of a reasonable travel distance to and from the FAC



POSITION

First Aid Team

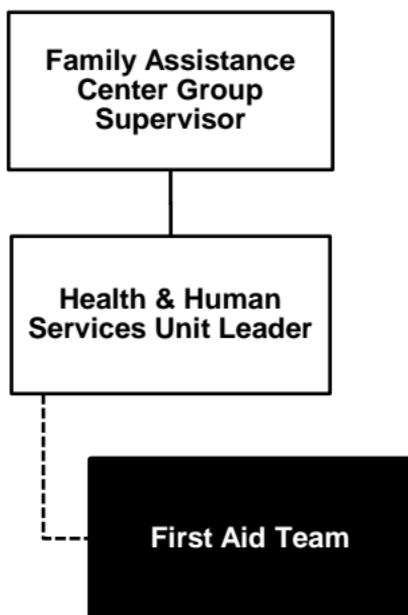
Mission: Mass fatality incidents create unusual circumstances with elevated, sometimes intense levels of stress for both responders and those associated with the MFI victims. The First Aid Team is established to provide initial medical attention for anyone at the FAC.

Responsibility: The team provides basic first aid for staff and patrons of the FAC and serves as a point of contact with local medical service providers in the event of a medical emergency at the FAC. In the absence of a FAC DNA Specimen Reference Collection Team, this team may also be responsible for those tasks.

Agency: Honolulu Fire Department

Key Tasks

- Establish a first aid station at the FAC
- Ensure basic first aid supplies are on site including: over-the-counter medications, bandages, and an automated external defibrillator (AED)
- Identify local area emergency response care providers and contact information
- Post emergency medical contact information



- Identify and treat basic first aid needs
- Monitor all personnel frequenting the FAC for visual symptoms of medical issues
- Attend family briefings and other events where patrons gather for activities and services
- Facilitate transportation to a hospital for any patron or staff whose needs go beyond basic first aid

Family Assistance Supply List

In the event of a **NON AVIATION ACCIDENT**, the following items will be required for FAC operations. Establishing a pre-event stockpile of these supplies at the state or local level is recommended.

NOTE: Aviation Accidents are covered under the Federal Aviation Family Assistance Act 1996 and Foreign Air Carrier Act 1997. In the event of a part 121 or part 129 commercial aviation accident, the air carrier is responsible for locating, funding and managing the Family Assistance Center with minimal support from the local/state government. All funding will be provided by the air carrier.

Equipment/ Supplies	1-100 fatalities	101-200 fatalities	201 or more fatalities
Phones	10	15	20
Fax Machines	2	2	2
Copy Machines	1	1	1
Computers	5	7	10
Printers (color ink jet with cables)	3	5	8
Scanner computer with cables	1	2	2
Copy Paper (case)	5	7	10
Manila Folder	150	250	500
Pens	100	100	100
Pencils	100	100	100
Correction fluid	20	20	20
Facial Tissue (box)	25	50	50
First Aid Kit	2	2	2
LCD Projector (with cables)	1	1	1
Screen	1	1	1
Podium with microphone	1	1	1
Floor Microphones	1	2	2

Tape (masking rolls)	25	25	25
Paper Tablets	25 pkgs	25 pkgs	25 pkgs
Table (Folding)	5	10	15
Chair	25	30	35
Binders (3 ring)	15	20	25
Stapler (office)	10	10	10
Staples (boxes)	10	10	10
Scissors	10	10	10
Rubber Bands (boxes)	10	10	10
Stapler Remover	10	10	10
Business Envelope	1000	1200	1500
Pencil Sharpener	5	5	5
File Box, plastic	10	15	20
Extension Cord (25 ft.)	10	10	10
Surge Protector	10	15	15
Glue Sticks	10	10	10
Paper Clips (boxes)	20	20	20
File Label (packages)	10	15	20

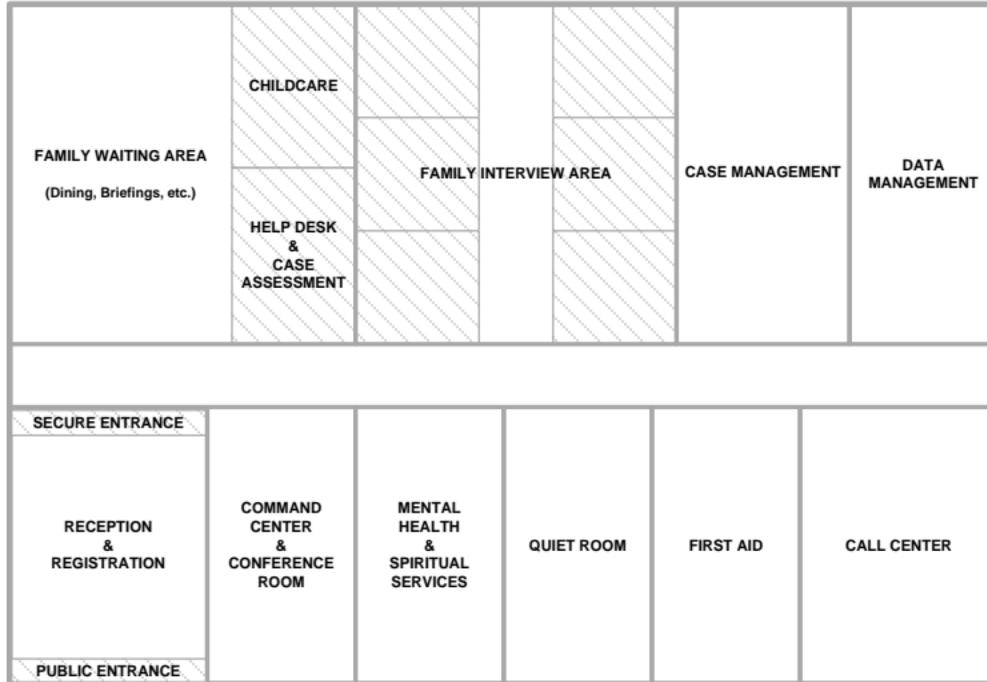
File Cabinet (Lockable)	5	7	10
Digital Camera	1	2	2
ID Tag family member	1000	2000	5000
ID Tag clip	1000	2000	5000
Easel Pads	2	4	4
Easel Stands	1	2	2
Easel Pens (assorted colors)	30	30	30
Markers (assorted colors)	2 pkgs	2 pkgs	2 pkgs
Anti-bacterial Soap (pump-bottles)	5	5	7
Printer ink	2	2	2
Paper Shredder	1	1	2

Facility

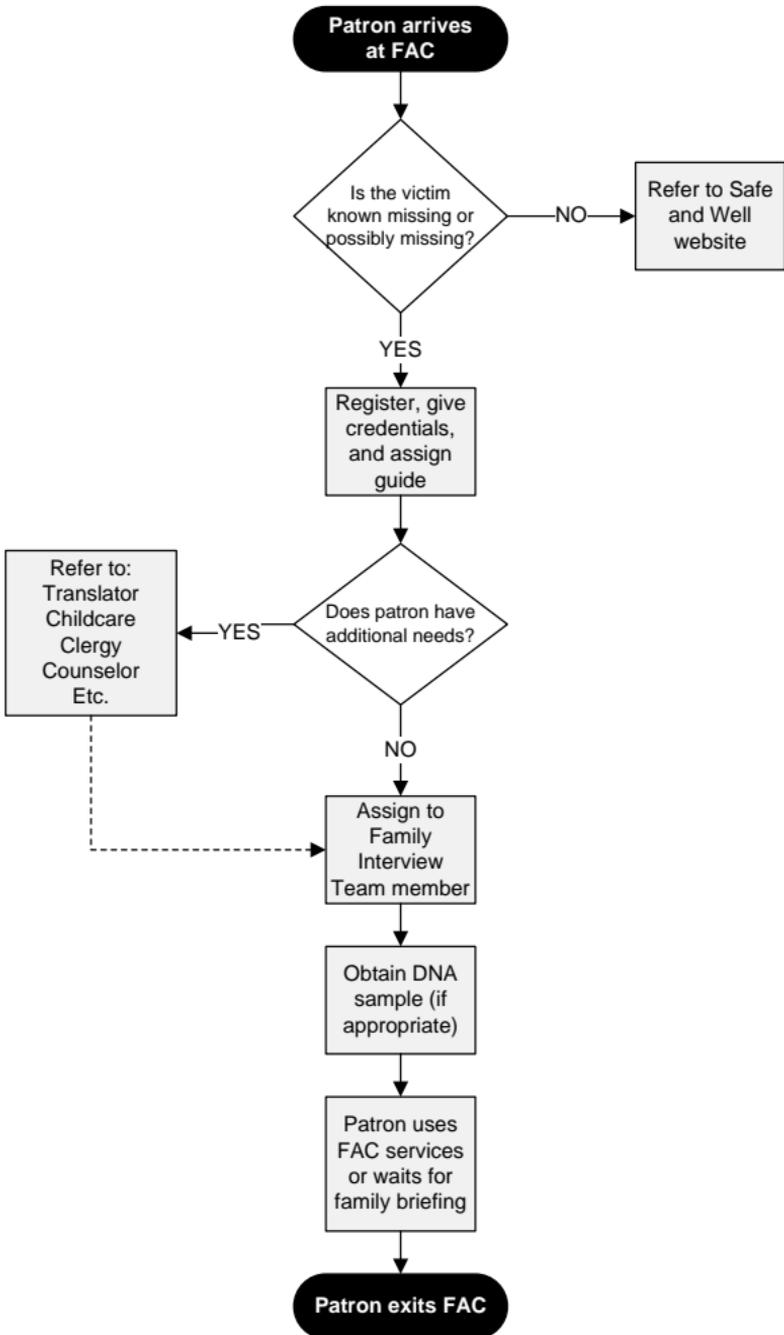
For FAC operations, it is recommended that a hotel or large conference center be used that has the capability to provide shelter, meeting rooms, briefing rooms, and private rooms for families that are secluded from the public and media. The required size of the facility will depend upon the number of fatalities and victims involved. The basic rule of thumb is that for every victim killed or injured, 10 family members/friends will report to the Family Assistance Center or Family Information Center (FIC).

The ideal location for the FAC/FIC will depend on the incident. The FAC/FIC may be located close enough to the incident site to allow families to be easily transported for incident site visits. The location should never be close enough for families to view the incident from the facility.

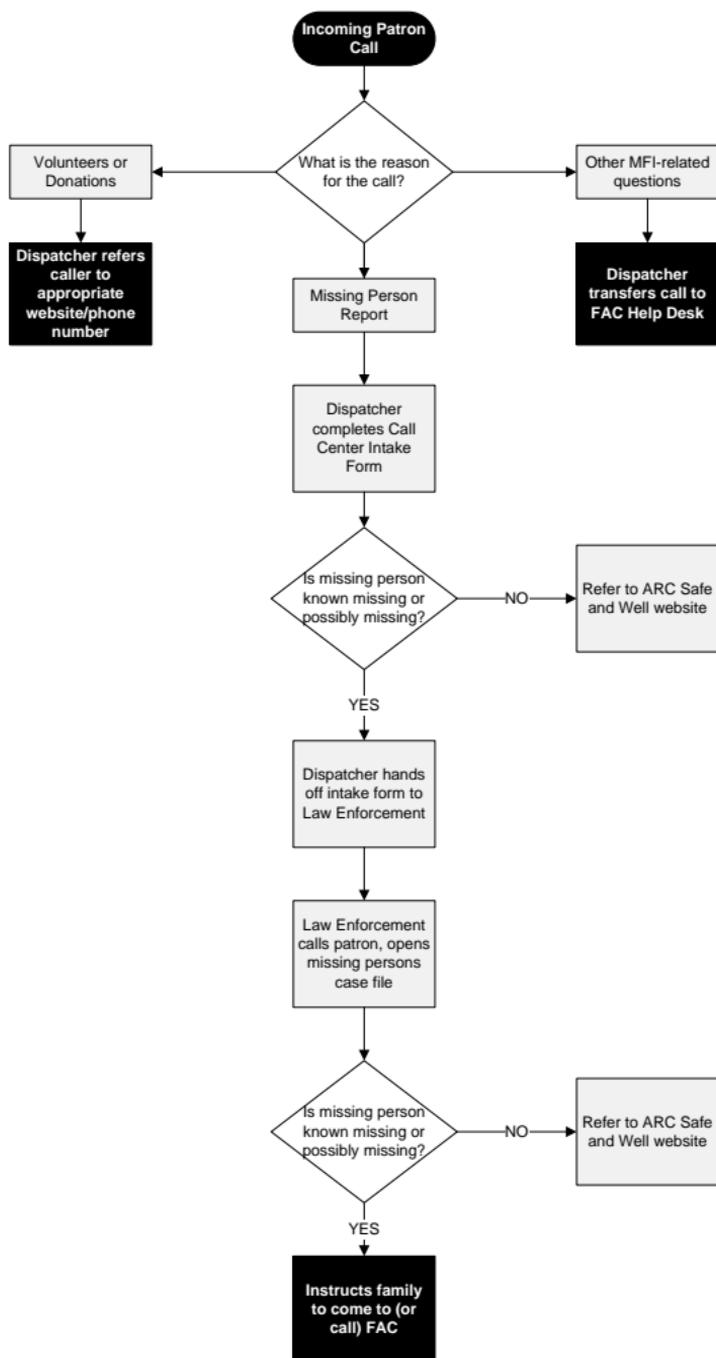
Family Assistance Center Layout



Patron Intake Flowchart



Call Intake Flowchart



FAC Operations Forms

Presumed Disaster Victim Data Form Initial Interview

Presumed Victim's Name:

Last	First	Middle
------	-------	--------

Any other names used: _____

Sex: _____ Race: _____

Age: (If under 1 year, months and days): _____

Date of Birth: _____

Social Security #: _____

Was presumed victim ever
in U.S. Armed Forces:

YES/NO:

Serial Number: _____

Branch: _____

Date of Entry (approx.): _____

Date of Discharge (approx.): _____

Physical description of presumed victim:

Weight:_____ **Height:**_____

Build: _____

Hair color: _____

Style of Cut and Length: _____

Wig/Toupee: YES/NO _____

Eye color:

Wear glasses/Contacts: YES/NO

Complexion: _____

Blood type: _____

Mustache: YES/NO/ Describe:_____

Beard: YES NO/ Describe:_____

Dental plates: YES/NO:

Complete/Upper/Lower/Partial: _____

Presumed Victim's name: _____

Scars: (All scars from operations, birthmarks, pregnancies, amputation, deformation etc.) Describe in detail missing organs, (e.g. breast, gall bladder, appendix):

Piercings: _____

Tattoos: _____

Nationality: _____

Smoke: YES/NO: _____ Brand of Tobacco: _____

Photo of victim available: YES/NO: _____

Clothing: Describe in detail clothing victim was wearing. State color, fabric, label (brand), where purchased, size and any other descriptive factors.

Overcoat: _____

Suit or Dress: _____

Jacket: _____

Sweater: _____

Trousers: _____

Shirt or Blouse: _____

Vest: _____

Tie: _____

Presumed Victim's name: _____

Hose: _____

Gloves: _____

Shoes: _____

Girdle: _____

Belt: _____

Panties, Underwear: _____

Undershirt: _____

Slip: _____

Bra: _____

Care of Fingernails (wears long, bites etc.) _____

Any deformity of nails: _____

Nail Polish: Hands _____ Feet _____

Laundry Marks: _____

Dry Cleaning Marks: _____

Other Items: _____

Jewelry: Describe in detail jewelry victim was wearing. Describe number of stones, type, carats, finger size, engravings, jeweler's scratch marks, code numbers, detailed, distinguishing characteristics. Distinguish between white gold and yellow gold and other metals. Include fingers on which rings are worn and brand names of rings and watches. Place where purchased may be able to supply trade names inscribed in jewelry.

Presumed Victim's name: _____

Watch: _____

Rings: _____

Births Stones: _____

**Was victim wearing jewelry which belonged to someone else?
YES/NO**

Describe in Detail: _____

Earrings: _____

Necklaces/chains: _____

Tie Clips: _____

Ankle Bracelets: _____

Belt Buckles: _____

Religious Medals: _____

Unusual Charms or tokens: _____

Other Items: _____

History of fractured bones: (give detailed description and location)

Presumed Victim's name: _____

Has person had any plastic surgery: YES/NO

Does victim have a foreign object lodged in body which x-ray would disclose (Steel plate, bullet, shrapnel, needles, etc.)?

Medicines: _____

Has victim ever been fingerprinted for any reason (applicant, alien, criminal, military service, merchant marine, driver's license, personnel records)? If so, for what reason and by what agency and date?

Was victim printed at birth? If so, what hospital? When? Where?

Physician's Information:

Name: _____

Address: _____

City: _____ State: _____

Phone Number: _____

Fax Number: _____

Presumed Victim's name: _____

Dentist Information:

Name: _____

Address: _____

City: _____ **State:** _____

Phone Number: _____

Fax Number: _____

Legal Next of Kin:

Name: _____

Relationship: _____

Address: _____

City: _____ **State:** _____

Zip: _____ **Country:** _____

Phone Number: _____

Social Security Number: _____

Name of Interviewer: _____

Interview Date: _____ **Time Completed:** _____

Signature of Interviewer: _____

FAC Family/Friend Registration Form

Family Member Name: _____

1. Victim Name: _____

2. Victim Name: _____

3. Victim Name: _____

4. Victim Name: _____

Relationship to...

1. Victim 1: _____

2. Victim 2: _____

3. Victim 3: _____

4. Victim 4: _____

Permanent Address: _____

City: _____ State: _____

Zip: _____ Phone Number: _____

XVII. GLOSSARY & ACRONYMS

Antemortem: Prior to death.

Casualty: A person who is injured in a mass fatality incident but does not die.

Cause of Death: A formal, certified opinion by an attending physician or the medico-legal authority of the internal medical condition and/or external incident or chain of incidents that resulted in death.

Coroner: An elected or appointed government official who: investigates deaths; determines cause and manner of death; maintains death records; and identifies unknown dead. In Hawai'i County the coroner is the Chief of Police.

Direct Reference: A DNA sample obtained from the deceased or their personal effects used for comparison with other DNA samples in laboratory identification procedures.

Emergency/Disaster Declarations: Official emergency declarations made by specified elected officials at the local, state, or federal level authorizing the use of equipment, supplies, personnel, and resources as may be necessary to cope with a disaster or emergency. Formal

declarations are made when the incident requires more assets and resources than exist within the Hawai'i County.

Family Assistance Center: The designated location/facility established to exchange accurate, timely information render support services for victim family members of mass fatalities and friends who travel to the incident location.

Family Reference: A DNA sample taken from a biological relative (only one generation removed) or a spouse of the deceased used for comparison with other DNA samples in laboratory identification procedures. Also referred to as "indirect references".

Fatality: A person who dies as a direct or indirect result of a mass fatality incident (interchangeable with victim, decedent).

Fatality Management: The process of locating, recovering, processing, identifying, and releasing for final disposition deceased victims of a mass fatality incident.

Human Remains: A deceased body or fragmented parts from a body.

Final Disposition of Human Remains: The concluding arrangement for the remains of the decedent, a decision of the next of kin. Options include burial, entombment, cremation, or donation.

Hawai'i Department of Health: The Hawai'i State Department of Health issues death certificates.

Incident Command System: A prescribed method of command, control, and coordination within the National Incident Management System to provide a common organizational structure designed to aid in the management of facilities, equipment, personnel, supplies, and information.

Just-in-Time Training: Instruction provided to capable individuals with general skills enabling them to perform task-specific functions immediately following the instruction.

Manner of Death: A classification of the fashion or circumstances that resulted in death (either: homicide, suicide, accidental, natural, or undetermined).

Mass Burial: A large plot of land used for burying multiple victims in partitioned, marked graves.

Mass Fatality Incident: Any incident that results in more fatalities than a local jurisdiction can

adequately manage, whether natural or man-made, accidental or intentional.

Mass Grave: A common grave containing multiple, usually unidentified human corpses.

Mass Interment: Burial of large numbers of identified or unidentified bodies.

Medical Examiner: A physician who is board certified in forensic pathology and is qualified to perform autopsies on human remains; who investigates deaths; determines cause and manner of death; issues death certificates; maintains death records; and identifies unknown dead.

Medico-legal: Of or pertaining to law as affected by medical facts.

Medico-legal Authority: Medico-legal authority is a generic term used to refer to the person responsible and in charge of dead bodies and jurisdiction over those dead bodies. It is interchangeable with ME / Coroner, depending on the jurisdiction and the authority in that jurisdiction for taking charge of the dead.

Missing Person: Those persons whose whereabouts are unknown to family or friends following an incident.

Morgue: The facility location where decedents undergo external and internal physical examinations.

Mortuary Affairs: A term synonymous with fatality management, generally referring to the provision of necessary care and disposition of missing and decedent persons, including their personal effects.

National Incident Management System: The part of the National Response Framework that outlines how the government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location or complexity.

Next-of-Kin: Immediate family members including: parents, spouses, siblings, and children.

Non-Governmental Organization: Independent organizations free from government control.

Non-Profit Organization: A business or enterprise that does not distribute its surplus funds to owners or shareholders, but instead uses them to help pursue its goals.

Patrons: Family members and close friends that visit and have access to the Family Assistance Center.

Personal Effects: Belongings of an individual including clothing, clothing accessories, jewelry, and other property on their person or otherwise in their possession.

Postmortem: After death.

Situational Orphan: A child, due to circumstances of a MFI, that has been involuntarily separated or otherwise detached or displaced from their immediate family, relatives, or designated caregivers. The child may, or may not, have actually been orphaned as a result of the MFI.

Spontaneous Unaffiliated Volunteers: An individual, not associated with any recognized disaster response agency, who may or may not have special skills, knowledge, or experience, but who appears, unsolicited, at an incident to render assistance.

Survivor: Anyone who is exposed to or otherwise encounters a mass fatality incident that does not perish as a result of the incident.

Temporary Interment: A location where decedents are interred underground in individually marked spaces that may or may not become the final disposition location for some decedents.

Temporary Morgue: Ad hoc morgue operations established specifically to process and identify human remains resulting from a mass fatality incident.

Victim: A person who dies as a result of a mass fatality incident (interchangeable with fatality, decedent).

Victim Identification Program: A disaster management computer software program designed to collect personal information of known and unknown individuals, and then conduct comparative analysis to suggest best probable matches or exclusions of ante- and postmortem information to aid in identification processes of unidentified individuals.

Acronym	Explanation
AAR	After Action Report
ACM	Acute Care Module (Field Hospital)
ARC	American Red Cross
BCP	Body Collection Point
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CDC	United States Center for Disease Control and Prevention
DASF	Disaster Aeromedical Staging Facility
Decon	Decontaminate
DEM	Department of Emergency Management
DEXIS	Digital X-Ray Imaging System
DHO	District Health Office
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DNA	Deoxyribonucleic Acid
DVR	Deceased Victim Record
EMS	Emergency Medical Services
EOC	Emergency Operations Center
FAC	Family Assistance Center
FBI	Federal Bureau of Investigation
FD	Fire Department
FIC	Family Information Center
FOG	Field Operations Guide
FSRT	Fatality Search and Recovery Team
GPS	Global Positioning System
HAH	Healthcare Association of Hawai'i
HAZMAT	Hazardous Material
HDOH	Hawai'i Department of Health

HPATS	Hawai'i Patient Assessment and Tracking System
HR	Human Remains
HRH	Human Remains Holding System
IC	Incident Command or Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JPAC	Prisoner Of War-Missing in Action (POW-MIA) Accounting Command
MA	Mortuary Affairs
ME	Medical Examiner
MF	Mass Fatality
MFI	Mass Fatality Incident
MFM	Mass Fatality Management
NIOSH	National Institute for Occupational Safety and Health
NOK	Next of Kin
NTSB	National Transportation Safety Board
PD	Police Department
PE	Personal Effects
PIO	Public Information Officer
PPE	Personal Protective Equipment
SAR	Search and Rescue
SCD	State Civil Defense
UVIS	Universal Victim Identification System
VIP	Victim Identification Program
WinID3	Dental Identification System