



# Managing the human dimension of disasters

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## Who am I?

- Speaker and author
- Senior Communications Advisor with the Ministry of Transport
- Worked on three major crises hitting Norway:
  1. Tsunami 2004
  2. Terror in Oslo and Utoya 2011
  3. COVID-19 2020
- Specialties:
  - Crisis communication
  - Victim support
  - Active shooter scenarios
  - Airline accidents

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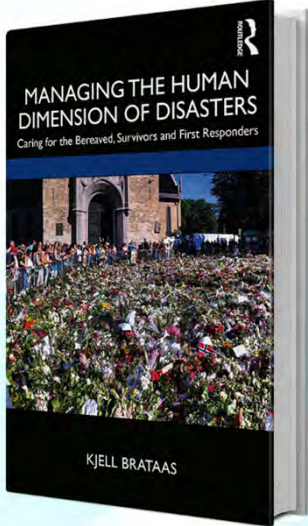




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## Research around the world

Personal meetings with sources

- Helsinki
- London
- Brussels
- Gouda
- Utrecht
- New York City
- Washington DC
- Orlando
- Indianapolis
- Los Angeles
- Las Vegas
- Newtown
- Boston
- Sydney
- Brisbane

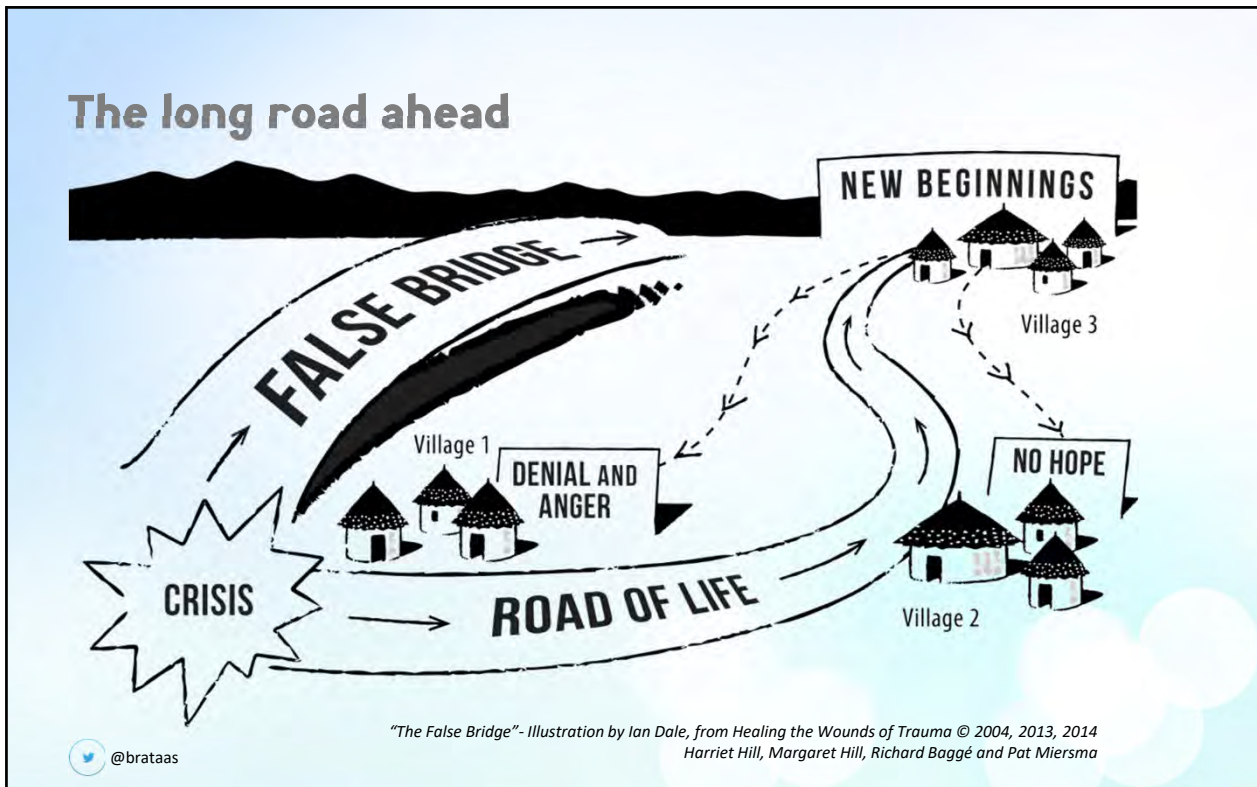


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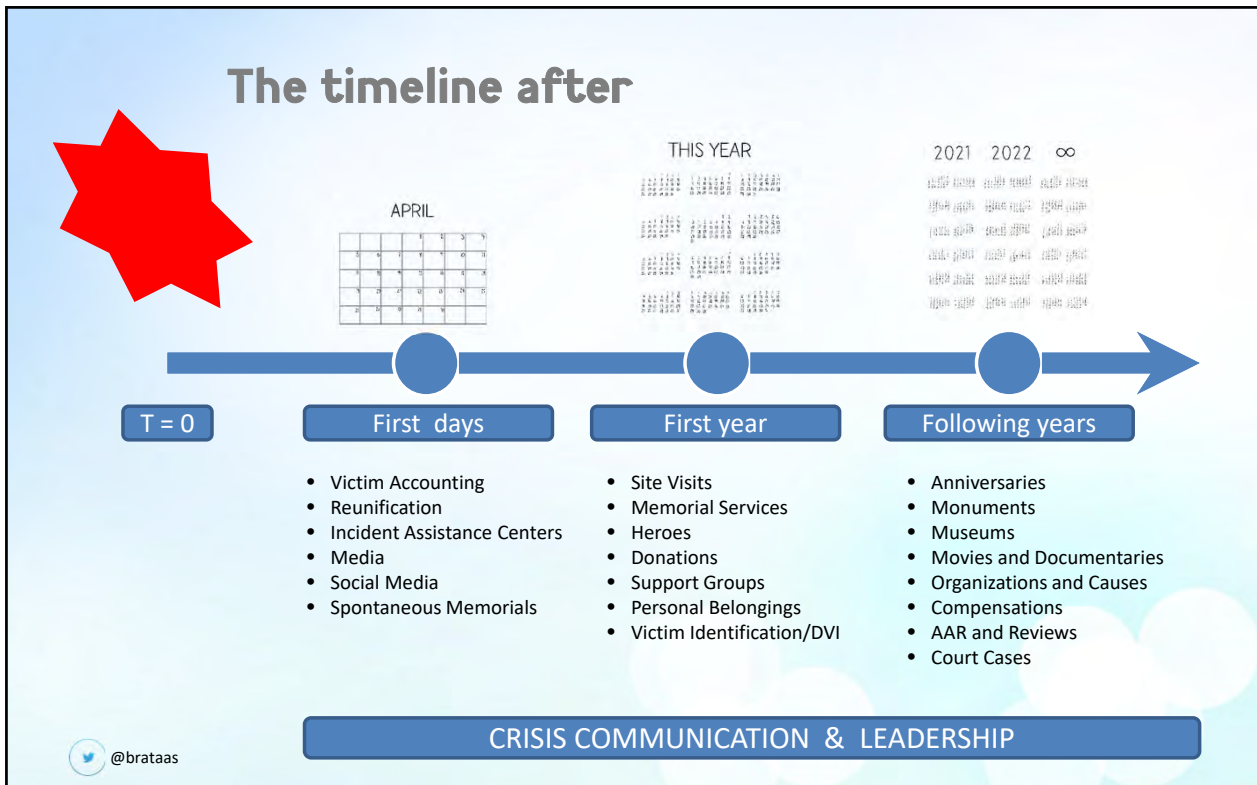
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## It's all about PEOPLE

**DIRECTLY AFFECTED**

- The bereaved
- Survivors and bereaved
- Survivors
- Survivors' families
- Friends
- Killer's families

**FIRST RESPONDERS**

- Police, fire, ambulance
- Leaders
- Spontaneous volunteers, Red Cross personnel etc.
- Reporters
- Recovery workers
- Clergy
- Coroners/DVI experts
- Nurses and psychologists
- Call center staff
- Communication advisers

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## Spontaneous Memorials



- Duration ?
- Removal?
  - How
  - Who?
  - When?
- Storage?
  - Compost?
  - Digitizing?
- Cost?

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## Spontaneous Donations

- Intake
- Registration
- Safety
- Storage
- Distribution



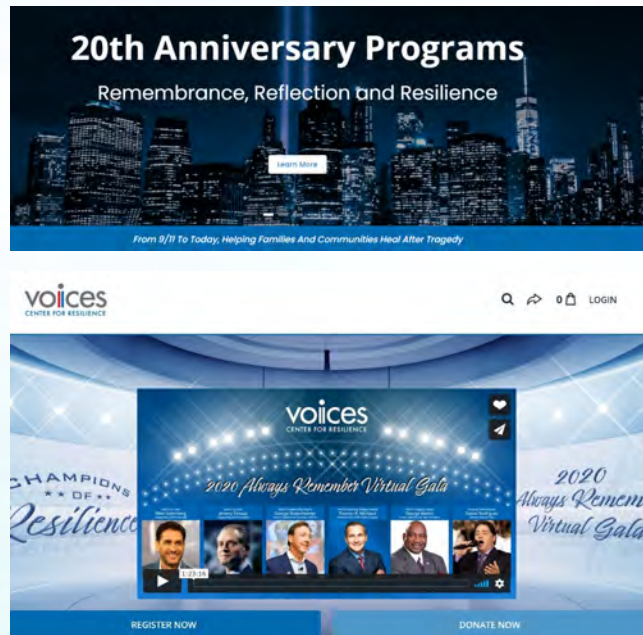
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## Support Groups

- Coalition of 9/11 Families
- 9/11 Widows and Victims' Families Association
- Give Your Voice
- September's Mission
- Skyscraper Safety Campaign
- St. Clare's WTC Outreach Committee
- Voices of September 11
- The WTC United Family Group.
- Put It Above Ground
- World Trade Center Families for Proper Burial
- Respect Human Remains at the 911 Memorial


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## Personal Effects (PE)

- Collecting
- Cleaning
- Categorizing
- Storing
- «Digitizing»
- Returning

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Grenfell Tower Personal Effects processing in Kenyon's UK warehouse.

### Crews look to return 23,000 personal items travelers left at Fort Lauderdale airport after shooting

Process of sorting through items has started

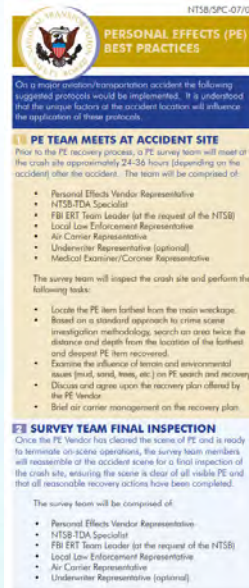


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## Personal Effects (PE)

- Collecting
- Cleaning
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- Storing
- «Digitizing»
- Returning

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**PERSONAL EFFECTS (PE) BEST PRACTICES**

On a major aviation/transportation accident the following suggested protocols would be implemented. It is understood that the unique factors of the accident location will influence the application of these protocols.

**PE TEAM MEETS AT ACCIDENT SITE**  
Prior to the PE recovery process, a PE survey team will meet at the crash site approximately 24-36 hours (depending on the accident) after the accident. The team will be comprised of:

- Personal Effects Vendor Representative
- NTSB-TDA Specialist
- FBI ERT Team Leader (at the request of the NTSB)
- Local Law Enforcement Representative
- Air Carrier Representative
- Underwriter Representative (optional)
- Medical Examiner/Coroner Representative

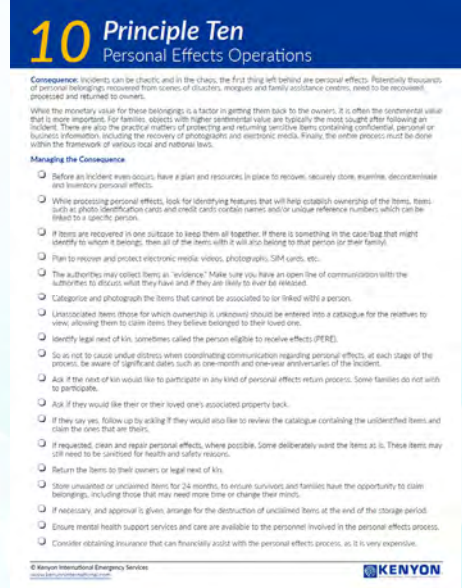
The survey team will inspect the crash site and perform the following tasks:

- Locate the PE items farthest from the main wreckage.
- Based on a standard approach to crime scene investigation methodology, search an area twice the distance and depth from the location of the farthest and deepest PE item recovered.
- Examine the influence of terrain and environmental issues (wind, sand, snow, etc.) on PE search and recovery.
- Discuss and agree upon the recovery plan offered by the PE vendor.
- Brief air carrier management on the recovery plan.

**SURVEY TEAM FINAL INSPECTION**  
Once the PE Vendor has cleared the items of PE and is ready to terminate on-scene operations, the survey team members will reassemble at the accident scene for a final inspection of the crash site, ensuring the scene is clear of all visible PE and that all reasonable recovery actions have been completed.

The survey team will be comprised of:

- Personal Effects Vendor Representative
- NTSB-TDA Specialist
- FBI ERT Team Leader (at the request of the NTSB)
- Local Law Enforcement Representative
- Air Carrier Representative
- Underwriter Representative (optional)



**10 Principle Ten**  
Personal Effects Operations

**Consequence:** Incidents can be chaotic, and in the chaos, the first thing left behind are personal effects. Potentially thousands of personal belongings recovered from scenes of disasters, tragedies and family assistance centers, need to be recovered, processed and returned to owners.

While the monetary value for these belongings is a factor in getting them back to the owners, it is often the sentimental value that is more important. For families, objects with higher sentimental value are typically the most sought after following an incident. There are also the practical matters of protecting and returning sensitive items containing confidential, personal or business information, including the recovery of photographs and electronic media. Finally, the entire process must be done within the framework of various local and national laws.

**Managing the Consequence**

- Before an incident even occurs, have a plan and resources in place to recover, securely store, examine, decontaminate and inventory personal effects.
- While processing personal effects, look for identifying features that will help establish ownership of the items, these such as photo identification cards and credit cards contain names and/or unique reference numbers which can be linked to a specific person.
- If items are recovered in one suitcase to keep them all together. If there is something in the case that might identify to whom it belongs, then all of the items with it will also belong to that person (or their family).
- Plan to recover and protect electronic media, videos, photographs, SIM cards, etc.
- The authorities may collect items as "evidence." Make sure you have an open line of communication with the authorities to discuss what they have and if they are likely to ever be released.
- Categorize and photograph the items that cannot be associated to be linked with a person.
- Unassociated items (those for which ownership is unknown) should be entered into a catalogue for the relatives to view, allowing them to claim items they believe belonged to their loved one.
- Identify legal next of kin, sometimes called the person eligible to receive effects (PERE).
- So as not to cause undue distress when coordinating communication regarding personal effects at each stage of the process, be aware of significant dates such as one-month and one-year anniversaries of the incident.
- Ask if their child or kin would like to participate in any kind of personal effects return process. Some families do not wish to participate.
- Ask if they would like their or their loved one's associated property back.
- If they say yes, follow up by asking if they would also like to review the catalogue containing the unassociated items and claim the ones that are theirs.
- If requested, clean and repair personal effects, where possible. Some deliberately ward the items as if these items may still need to be sanitized for health and safety reasons.
- Return the items to their owners or legal next of kin.
- Store unwanted or unclaimed items for 24 months, to ensure survivors and families have the opportunity to claim belongings, including those that may need more time or change their mind.
- If necessary, and approval is given, arrange for the destruction of unclaimed items at the end of the storage period.
- Ensure mental health support services and care are available to the personnel involved in the personal effects process, as it is very expensive.
- Consider obtaining insurance that can financially assist with the personal effects process, as it is very expensive.

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## MCI: Mass Casualty Incidents



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## MCI: Fresh Kills – identification after 9/11

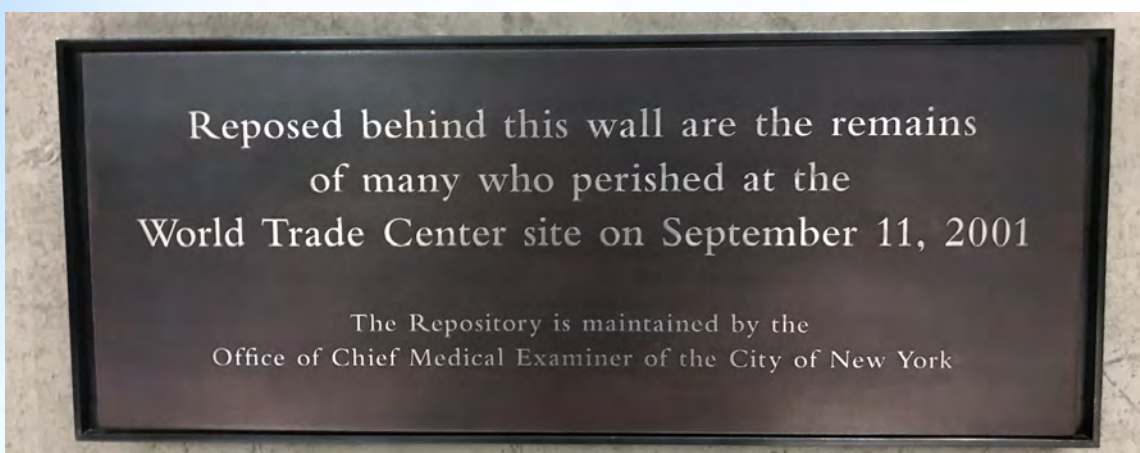


- Former landfill
- 1,500 employees
- Disaster Mortuary Operational Response Team (DMORT) examined all suspected human remains
- Sifted through 1,2 million tons of material

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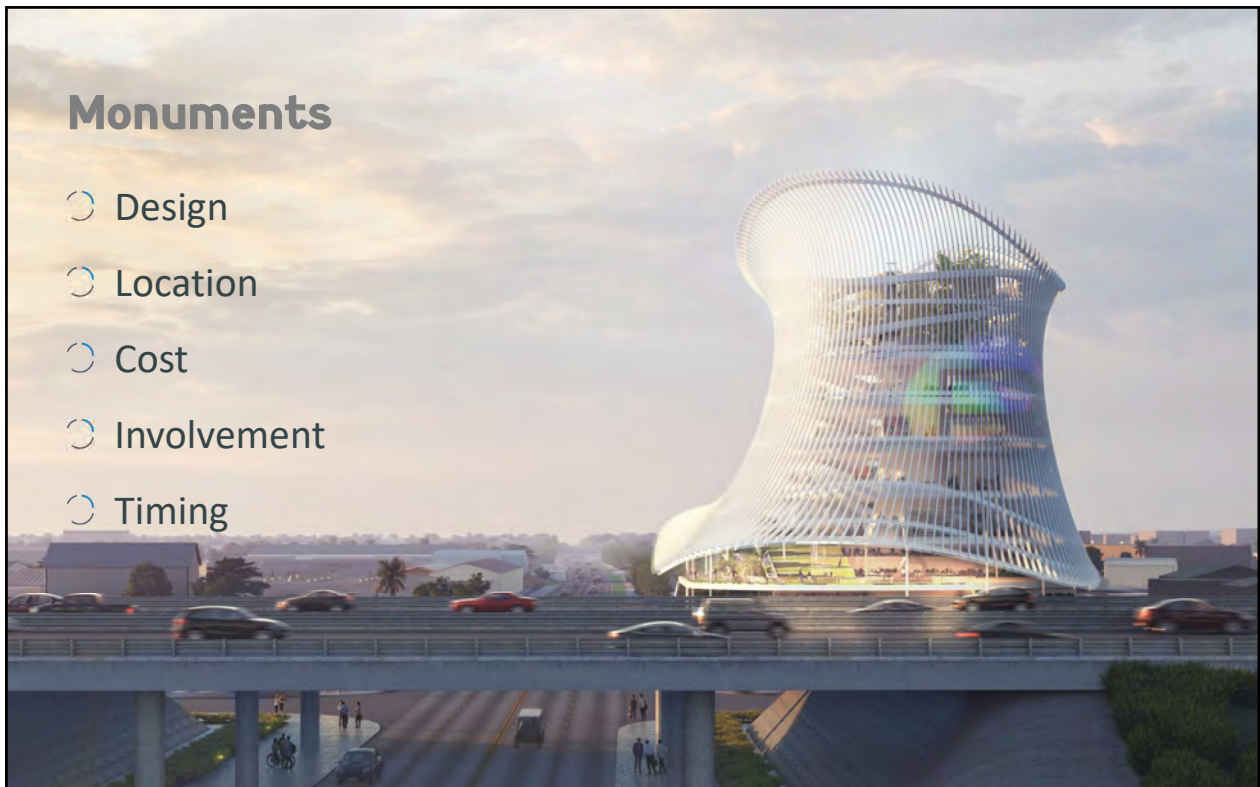
## Storage of human remains?



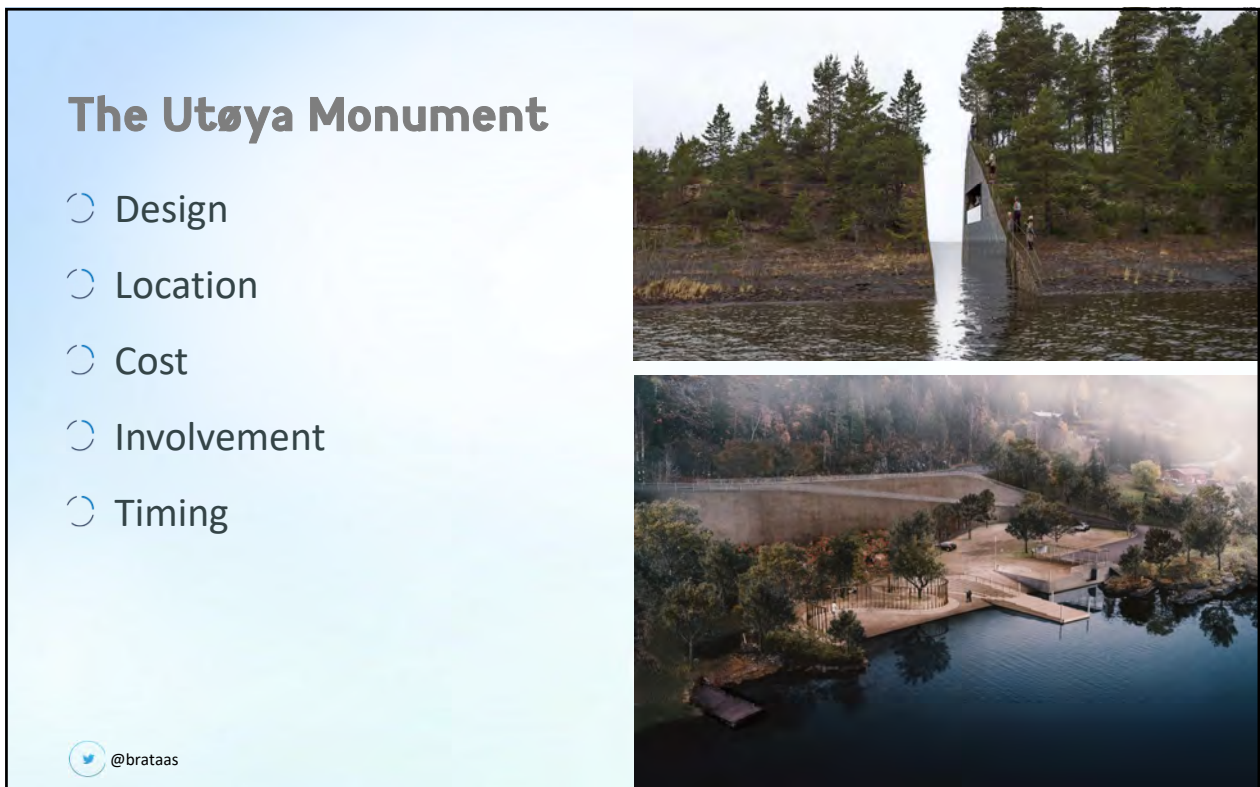
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## Monuments

- Design
- Location
- Cost
- Involvement
- Timing



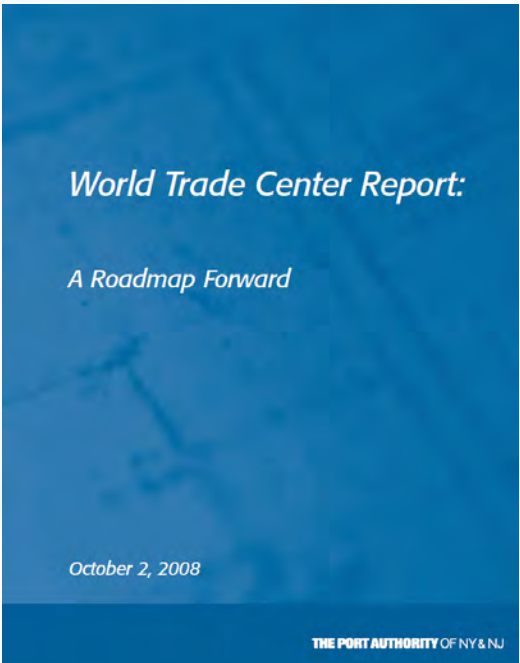
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## The WTC Roadmap

“Our June assessment defined four central questions that, candidly, we could not answer with confidence.”



1. What are we building?
2. Who is building it?
3. When will it be finished?
4. What is the cost?



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# Las Vegas


You are subscribed to 1 October Memorial updates for Clark County Nevada. This information has recently been updated, and is now available.

Clark County's 1 October Memorial Committee will meet at **9 a.m. on Wednesday, June 23**, in the Clark County Commission Chambers at the Clark County Government Center located at 500 Grand Central Pkwy near the corner of Charleston Blvd. and I-15. A virtual format will also be available for those unable to attend the meeting in the Commission Chambers.

Committee members will receive a presentation by Bridget Kelly of the Cannon Survey Center and discuss focus group responses and possible second survey questions. Staff also will provide a monthly update on various activities including survey topics, marketing, and research. The meeting agenda is posted online at [www.ClarkCountyNV.gov/1OctoberMemorial](http://www.ClarkCountyNV.gov/1OctoberMemorial). Committee members and County staff will also host the meeting on WebEx, which is accessible by computer and telephone. Anyone wishing to provide public comment at the beginning or end of the meeting remotely can join the meeting by connecting to WebEx by dialing **1-408-418-8388** and entering the access code **187 398 7744**. Those wishing to offer comment will be muted until they are invited to join the meeting during public comment periods.

Committee meetings are held at 9 a.m. on the fourth Wednesday of each month in Commission Chambers at the Government Center, 500 Grand Central Parkway, located in downtown Las Vegas. The public can watch all the meetings live on Clark County Television (CCTV) or online at [www.youtube.com/user/ClarkCountyNVlive](http://www.youtube.com/user/ClarkCountyNVlive) and [www.Facebook.com/1OctoberMemorial](http://www.Facebook.com/1OctoberMemorial).



The County Commission appointed the seven-member 1 October Memorial Committee to gather input from the public and develop recommendations for a permanent memorial in the Las Vegas Valley. The goal is to create a lasting memorial that remembers the victims, honors the survivors and first responders, and celebrates the resiliency of our community. Anyone impacted by the 1 October attack is encouraged to participate in the memorial development process whether you live in the Las Vegas Valley or outside our community. The public is encouraged to visit the committee's website page to join its email list to receive updates about the committee's activities and information about upcoming surveys and other opportunities to offer ideas and input. General comments or inquiries about the committee's work also can be emailed to [1OctoberMemorial@ClarkCountyNV.gov](mailto:1OctoberMemorial@ClarkCountyNV.gov).



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# Leadership, crisis communication & trust


- Treat everyone with respect
- Follow words with action
- Focus on victims
- Say you are sorry
- Be sincere
- Use social media actively
- Think about details
- Praise employees, collaborators and first responders

sadly we are also reporting three deaths today

<https://www.youtube.com/watch?v=dPn6fT6Brc0>

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## Additional resources - reports



Marjory Stoneman Douglas High School  
Public Safety Commission



**Dave Jones** · 2.  
Creative Director/actor, GW Theatre Company.  
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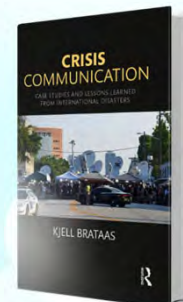
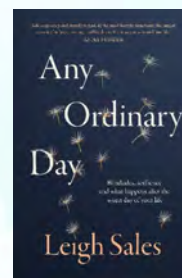
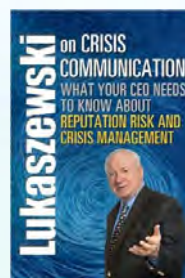
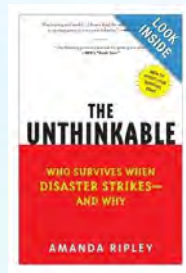
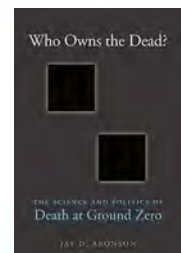
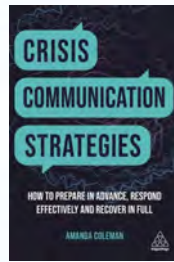
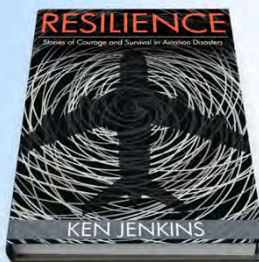
My now 19 year old daughter was at the Manchester arena on the night of the attack. She was physically unhurt but traumatised by the experience. Wall to wall coverage today, including repeated showings of the event, provoked by the ongoing investigation, has destroyed her. We got our daughter back. What does this repeated torture do to those families who lost people that night? We live in an an emotionally indifferent world now.

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## Additional resources - books



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## Supporting the bereaved and survivors after disasters

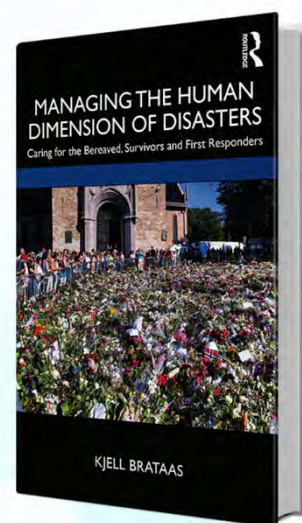
*“Help human beings be human together in awful circumstances.”*

- Chaplain Brent Wright



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## Managing the Human Dimension of Disasters



<http://www.routledge.com/9781138343887>  
- use code FLY21 for 20% off



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