

U.S. Fish & Wildlife Service

Line of Duty Death (LODD)

Response Handbook



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U.S. Fish and Wildlife Service Refuge Law Enforcement and Firefighter Line-of-Duty Death Response Handbook

This handbook is a comprehensive reference guide for preparing for and responding to line-of-duty deaths (LODD) within the National Wildlife Refuge System. Other programs within the Service may also find this handbook beneficial. We encourage managers to familiarize themselves with this handbook, supplement it with pertinent local information, and take appropriate actions to prepare for a professional and competent response to a line-of-duty death. Although this handbook was written specifically for Refuge Law Enforcement and Fire Management personnel, managers can use components of this handbook to manage any Service employee LODD.

The following page (Managers Quick Reference to a LODD) is designed as a “tear out” sheet to be used during or at the onset of a LODD.

This guide was developed by a working group consisting of Fire, Refuge Law Enforcement, Safety, and Human Resources personnel. It will be posted on the Fire Management and the Division of Refuge Law Enforcement Web sites and updated periodically.

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Manager's Quick Reference to a LODD Incident

Pre-Incident Planning

- Provide training to employees on Critical Incident Stress Management (CISM) and LODD issues. (Pg. 2)
- Encourage employees to update Confidential LODD Information Form (Pg. 2) and Designation of Beneficiary forms annually.
- Review Service Serious Incident Notification Procedure / Accident Reporting Investigation process. (Appendices [C](#) and [D](#))
- Complete/update Notification Log. ([Appendix E](#))
- Identify/update key local personnel for LODD incident. (Pg. 3)
- Complete/update Manager's LODD Key Contact List. ([Appendix F](#))
- (Fire Only) Develop Delegation of Authority template for incoming Incident Management Team (IMT). ([Appendix G](#))

Incident Management

- Ensure scene safety and integrity. Ensure emergency care of surviving victims. Burn injuries—follow burn treatment protocols.
- Activate Service serious incident notification procedures, accident reporting, and investigation process. (Appendices [C](#) and [D](#))
- Contact Regional Human Resources Officer (HRO). ([Appendix E](#))
- Activate notification of next of kin process. ([Appendix H](#))
- Activate notification process for co-workers/employees. ([Appendix I](#))
- Stand down other employees, if possible.
- Order additional resources for continuation of operations on local unit.
- Assign the Family Liaison. ([Appendix L](#))
- Secure the employee's personal items that may be at work or at Government quarters.
- Complete 24-hour report and press release. ([Appendix S](#))
- Assign Serious Accident Investigation Team (SAIT) Liaison. (Appendices [D](#) and [F](#))
- Activate flag lowering/mourning procedures. ([Appendix T](#))
- Assign Funeral/Memorial Coordinator to work with Family Liaison, if needed. (Pg. 28)

(For Fire and Law Enforcement)

- Assign External Affairs Officer (EAO). ([Appendix F](#))
- Contact Finance Officer and establish funding source. ([Appendix F](#))
- Order IMT if needed, update/issue Delegation of Authority. ([Appendix G](#))
- Order National Response Team (NRT) if needed.
- Assign CISM Coordinator - order CISM Team. (Appendices [F](#) and [J](#))

After Incident

- Brief key individuals (survivors, family, etc.) on the SAIT investigation's factual report.
- Debrief and release IMT, NRT, CISM, and SAIT Liaison.
- Monitor/manage stress reactions of employees.
- Conduct After Action Review (AAR).
- Prepare thank you letters.
- Follow up on recommendations of AAR and investigation reports, as necessary.

Line of Duty Death Response Handbook

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Introduction



Fatality site, South Canyon fire, 1996

The impact of every **Line of Duty Death (LODD)** on family, friends, and other U.S. Fish & Wildlife Service (Service) employees is profound and long-lasting. This handbook was developed to ensure Refuge-level readiness to provide technical and emotional support for the family, friends, coworkers, and the community whenever a Service employee is killed in the line of duty

This handbook is based on best practices of Federal land managers and law enforcement officers faced with LODD incidents and serves to supplement, not replace, local emergency plans or other specific guidance that may be available.

Deaths that occur other than in the line of duty do not specifically fall under this handbook. However, managers may use components of this handbook as appropriate for those incidents.

Casual hires/Administratively Determined (AD)/Emergency Fire Fighters (EFF) are the responsibility of the hiring unit. Please refer to National Wildfire Coordinator Guide (NWCG) Interagency Incident Business Management Handbook (IIBMH) and ensure accurate emergency contact information is recorded on all Fire Time Reports (OF-288).

Objectives

This handbook will provide managers and subordinate supervisors the guidance needed to effectively prepare for and manage a LODD. It is our intent to provide managers with timely access to the right information in order to:

- Facilitate a consistent and coordinated management of critical incidents while meeting Service accident reporting, investigation, and administration requirements.
- Manage the LODD response under the Incident Command System (ICS) at the appropriate level, scaled to match the needs of the event. Provide Critical Incident Stress Management (CISM) services to coworkers and surviving families following an LODD.
- Assist local personnel with the continuation of operations during an LODD event and returning to normal duty in a timely manner.
- Provide a Family Liaison to the immediate surviving family who will:
 - Represent the Service in a sympathetic, caring, and honorable manner.
 - Offer post-incident support and follow-up action with the family.
- Provide technical and emotional support to Service personnel, their families, and ancillary communities in an informative, sincere, and honorable manner.
 - Educate Service personnel in CISM issues and anticipated grief responses.

PRE-INCIDENT PLANNING

Preparation for a LODD begins long before loss of life. Pre-incident planning includes gathering information about personnel and support resources, and keeping relevant LODD checklists updated and accessible. LODD pre-incident planning is a continual process.

Training

Training and simulation exercises emphasizing pre-identified LODD actions should be conducted with interagency cooperators, if applicable.



Managers should consider offering a training program to help firefighters prepare for a LODD or serious injury. Units may develop their own training or host a *Taking Care of Our Own*® training session available through the National Fallen Firefighters Foundation (NFFF). *Taking Care of Our Own*® covers pre-incident planning, next of kin notification, family and coworker support, and benefits and resources available to the families. Visit the NFFF's Web site at <http://www.firehero.org> for complete information as well as downloadable course materials that can be customized for local use.



Concerns of Police Survivors (C.O.P.S.), Inc. provides resources to assist surviving families and affected coworkers of law enforcement officers killed in the line of duty as determined by Federal criteria. C.O.P.S. also provides training to law enforcement agencies on survivor issues and educates the public of the need to support the law enforcement profession and its survivors. Visit the C.O.P.S. Web site at <http://www.nationalcops.org/> for complete information as well as training opportunities.

Confidential Line of Duty Death Information Form

The *Confidential Line of Duty Death Information Form*, ([Appendix B](#)) can be one of the most important documents employees complete (also see [442 FW 6, Exhibit 5](#)). Out-of-date information can lead to delays in the notification of next of kin.

Managers should encourage their employees to update personal emergency information annually. The location of this information should be known by the employee's supervisor and should be stored in accordance with records management and security policies.

Completion of the *Confidential Line of Duty Death Information Form* is recommended for ALL Service employees (not just Refuge Law Enforcement Officers). Employees should provide additional information in the "Are there any special requests..." portion of the form to assist the

First-Visit Notification Team in the event of a LODD. This additional information may include child care and survivor medical concerns.

We also recommend that employees provide updated emergency contact information online via Employee Express at <https://www.employeeexpress.gov/>. If this information conflicts with the *Confidential Line of Duty Death Information Form* on file, the supervisor should make every reasonable effort to comply with the information that was most recently updated.

Service Serious Incident Notification Policy and Investigation Documents

Refuge Managers and subordinate supervisors should be familiar with the Department of the Interior (DOI) and Service reporting and investigation requirements outlined in the following policy documents:

[41 CFR 303.70 – Agency Requirements for Payment of Expenses Connected With The Death of Certain Employees.](#)

[485 DM 7 – Incident/Accident Reporting/Serious Accident Investigation](#)

[054 FW 1 - Serious Incident Notification Procedures.](#) (Appendix C)

[240 FW 7 - Accident Investigation and Reporting](#) (Appendix D)

For Law Enforcement Critical Incident Policy, Service Refuge Law Enforcement personnel should use this handbook in conjunction with policies and procedures found within:

[442 FWS 6 - Management of Officer-Involved Critical Incidents](#)

For Aviation Critical Incident Policy refer to:

[352 DM 3 – Aircraft Mishap, Notification, Investigation and Reporting](#)

[330 FW 5 - Aviation Safety Program and Mishap Prevention and Reporting](#)

Service Notification Log

To help facilitate and track the notification process following a LODD, managers should complete and annually update the Service Notification Log. (Appendix E)

Pre-Identified Key LODD Personnel

The manager should identify local personnel who have the capability to fill key roles during a LODD incident. These positions include the Family Liaison, Human Resources Specialist, External Affairs Officer (EAO), Finance Officer (Fire), CISM Coordinator, and Serious Accident Investigation Team (SAIT) Liaison.

The manager should review the roles and responsibilities for these positions before identifying potential personnel to fill these key roles. Identifying these key personnel in advance allows the selected employees the opportunity to review their responsibilities ahead of time and familiarize themselves with the local resources available to help them.

A list of internal and external resources, including the LODD key personnel identified above, should be documented on the manager's LODD Key Contact List. (Appendix F). This should be updated annually and also include State, national, and related fire and law enforcement support organizations.

Additional Pre-Planning for Fire Personnel

Agency Administrator's Guide to Critical Incident Management (AAGCIM)

The NWCG [*Agency Administrator's Guide to Critical Incident Management*](#), PMS 926, was developed prior to this LODD Handbook and was designed as a working tool to assist managers with the chronological steps in managing a critical incident. The AAGCIM, available online at <http://www.nwcg.gov/pms/pubs/pubs.htm> includes a series of checklists regarding the manager's and other personnel's oversight and responsibilities. Although the AAGCIM may serve as another useful reference guide, all the pertinent material in the AAGCIM has been included in this handbook and tailored specifically for the Service. Managers should be familiar with the AAGCIM. However, this LODD Handbook was designed as a stand-alone document and can be used in lieu of the AAGCIM.

Prepare Delegation of Authority Template for Incoming IMT

During a LODD incident, a manager may find it appropriate to order an Incident Management Team (IMT). Drafting a template Delegation of Authority for an incoming team will save valuable time and energy during this critical phase of the incident.

The Delegation of Authority may include the authority to manage the overall incident on which the fatality occurred (fire, hurricane, etc.), or to manage the LODD response and support mission. See [Appendix G](#) for an example Delegation of Authority template for an IMT.

If a Law Enforcement National Response Team (NRT) is deployed in addition to an IMT, the manager will need to clearly articulate how the two teams will interact. Usually, once an IMT is in place, the NRT may stay on as a managed resource under the IMT structure and report to the Operations Section Chief.

Suggested Pre-Reading – Lessons learned from a previous LODD incident

Learn from past experiences. An IMT was called in to manage the LODD response of the highly publicized Esperanza Fire in 2006 which killed five firefighters while they were defending a home in Southern California. Given the nature of this effort, the IMT leadership decided to bring in a small team of contractors to capture the important lessons from the team's efforts. The subsequent report [*BDF Engine 57 Support Mission - Lessons Learned from CIIMT-1 and the San Bernardino National Forest*](#) describes the efforts of roughly 275 people who worked on the IMT and their interactions with neighboring cooperators as well as many on the Forest, the Region, and Forest Service Headquarters. The many efforts of the support mission included supporting five funerals, conducting a memorial with more than 10,000 people in attendance, hosting family visits to the fatality site, assuming fire suppression duties for the local forest, and providing critical incident stress support to Forest Service employees.

Reading the Lessons Learned from this incident will help prepare managers for the complex and sensitive issues involved with managing an LODD.

INCIDENT MANAGEMENT

The actions and decisions made in the first critical hours and days following a LODD make lasting impressions on survivors, surviving family members, employees, and community members.

Every LODD situation is different and will require sound judgment by local leadership under extremely stressful conditions. The thoughtful completion of the Pre-Incident Planning section of this handbook is the best way to prepare for a LODD incident.

Managers should use the guidelines found in the Manager’s Quick Reference to a LODD Incident (page ii) and apply the appropriate components for their incident.



Non-Fire or Law Enforcement Incident

A non-Fire or Law Enforcement LODD incident will typically be handled at the Regional level. Although this handbook was written specifically for Refuge Law Enforcement and Fire Management personnel, managers can use components this handbook to manage any Service employee LODD.

Search and Rescue Operation

This handbook may also be helpful during search and rescue (SAR) operations for a missing Service employee. A LODD only occurs after the confirmation of a fatality. However, the use of a Family Liaison for the notification of next of kin during a SAR operation should be considered. The Family Liaison role can be helpful when the employee is found, or when the SAR is scaled back or terminated without finding the employee. If multiple jurisdictions are involved, a Unified Command under the ICS system might also be considered.



For Fire and Law Enforcement LODD Incident Management

Fire and Law Enforcement LODD incidents can present a unique set of challenges and can vary in complexity depending on the number and nature of fatalities, the wishes of the family, and the level of media attention received. Some LODD incidents can be managed effectively at the local level by Regional personnel. Conversely, a multiple fatality incident which is highly complex and high profile will require a systematic mobilization of external personnel and resources to manage effectively.



For a Fire/Law Enforcement LODD incident, the following items will need to be addressed in addition to the items listed in the Manager's Quick Reference to a LODD Incident. ([page ii](#)).

- Assign External Affairs Officer (EAO). ([Appendix F](#))
- Contact Finance Officer and establish funding source. ([Appendix F](#))
- Order IMT if needed, update/issue Delegation of Authority. ([Appendix G](#))
- Order NRT if needed.
- Assign CISM Coordinator - Order CISM Team ([Appendices F and J](#))

Roles and Responsibilities during a Fire/Law Enforcement LODD Incident

IMPORTANT!

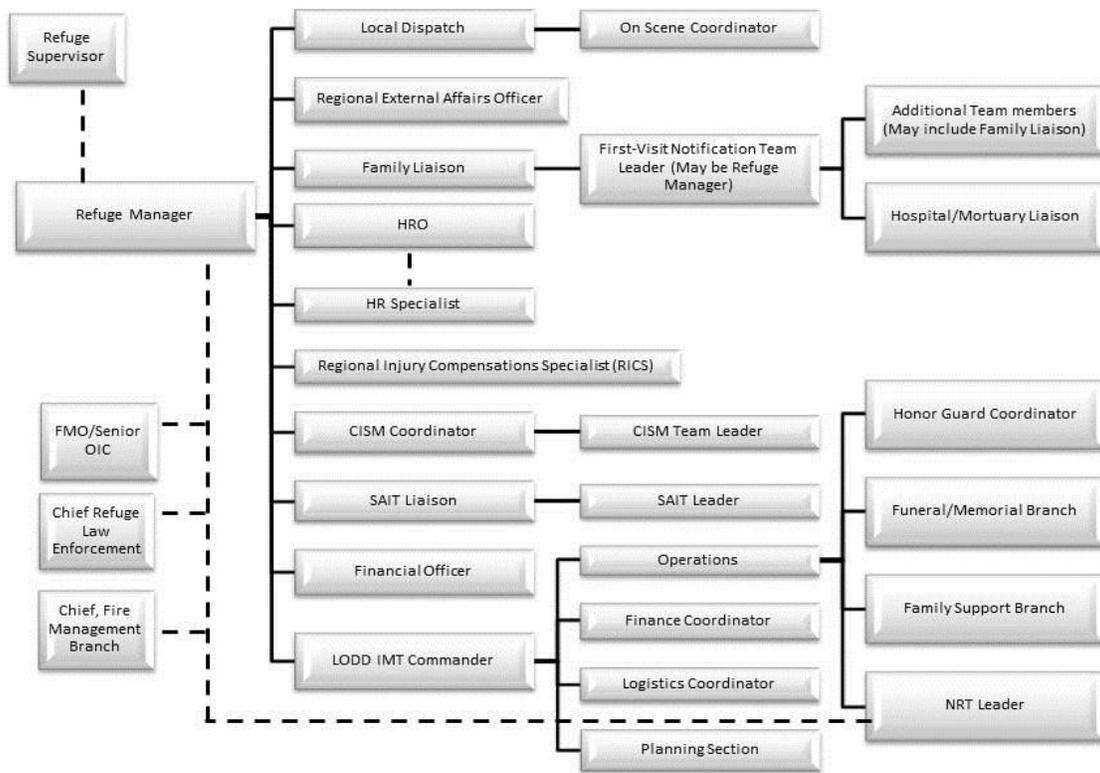
The concerted efforts of key personnel will be required to effectively manage the incident. This section offers an extensive list of positions and the associated roles and responsibilities that MAY be assigned or activated to match the scope and complexity of the LODD incident.

The manager should consider these possible positions when determining the appropriate roles to fill for each given situation. In some cases, such as a multiple fatality situation, several of the roles will need to be filled, and some roles will require more than one person. See example organizational structure below. When the LODD occurs as part of an ongoing incident such as a wildfire or Law Enforcement operation, the manager may want to consider outside help to manage the original incident, while local personnel handle the LODD incident. In other cases, only a few key roles may be needed to effectively handle the incident.

For a complex LODD incident, the following **Roles and Responsibilities** may be used.

Manager (or delegated subordinate supervisor)

The death of an employee may be the most difficult work-related event a manager will experience. The Refuge Manager or delegated subordinate supervisor is responsible for determining the scope of the accident, the jurisdictions involved and other affected agencies, and implementing the unit's response plan. The organizational structure needed to manage a LODD will vary from case to case, and depend greatly on the wishes of the surviving family. One example is illustrated below, but should be tailored to meet the LODD. Once an organizational structure has been determined, it should be printed and posted. To eliminate the duplication of efforts, incoming resources should be thoroughly briefed on where they fit into the overall organization.



The manager should work with the Fire Management Officer (FMO), Senior Officer in Charge (OIC), Refuge Supervisor, Project Leader, Fire Management Branch (FMB), Regional Safety Office, and other appropriate personnel to ensure the following duties are accomplished:

IMMEDIATE RESPONSE

- Obtain basic fatality information (who, what, when, where, and how). Confirm facts and identify assumptions or false rumors.
- Ensure scene safety.
- Ensure proper care for surviving victims and maintain the integrity of the accident site. Coordinate with dispatch.

- Assign an On-Scene Coordinator or Officer in Charge (OIC).
- Call in peer support and stand down remaining employees if possible. ([Appendix I](#))
- Follow Service's *Serious Incident Notification* (1-888-519-3606) procedures and serious accident reporting and investigation procedures. (Appendices [C](#) and [D](#))
- Contact the Regional Human Resources Officer (HRO). ([Appendix F](#))
 - Obtain the employee's *Employee Express* emergency notification information. If emergency notification information is not available or out-of-date, coworkers, neighbors, or close friends may provide names and/or locations of individuals who should be contacted.
 - **If the employee is Native American, immediately contact home tribe officials to determine specific cultural considerations regarding treatment and movement of the victim and appropriate notification procedures.**
- Activate the notification process for family/next of kin. ([Appendix H](#))
- Assign Family Liaison(s).
- Assign Next of Kin Notification Team Leader:
 - Share the *Confidential Line of Duty Death Information Form* and *Employee Express* emergency notification information with the Team Leader, if other than the manager.
 - If possible, accompany the Next of Kin Notification Team to notify the family. If you are unable to be present for the first-visit notification, go to the residence or hospital to meet with the family as quickly as possible.
- Secure the employee's personal items that may be at work or at Government quarters. If the affected employee is off his/her home unit, contact the home unit manager and coordinate these tasks.
- Assign an External Affairs Officer (EAO).
- Assign Finance Officer to establish funding source, allowable expenses, and fund codes.
- Assign a CISM Coordinator and order CISM Team.
- Activate notification process for coworkers/employees. ([Appendix I](#))
- As soon as possible, the manager or designated subordinate supervisor may have a conference call to establish a coordinated response and identify specific roles and responsibilities for the incident (see [Appendix R](#) for sample agenda and suggested attendees).
- Order additional resources for continuation of operations on local unit.

WITHIN 24 HOURS

- Complete 24-hour report and press release. ([Appendix S](#))
- Order IMT if needed, update/issue Delegation of Authority. (See [IMT Roles](#) below and [Appendix G](#))
- Order NRT if needed. (See [NRT Roles](#) below)
- Assign SAIT Liaison. ([Appendix D](#))
- Order Service Honor Guard through the Division of Refuge Law Enforcement, if requested by the Survivor's family.
 - For non-LE/Fire personnel, request the Honor Guard through the Regional Director.
- Contact Regional HRO to ensure follow-up contact with family.
- Assign Funeral/Memorial Coordinator if Honor Guard is not activated.
- Meet with immediate coworkers. Discuss available resources and who will be on site throughout the incident response and investigation. Confirm information regarding the

incident. Ensure correct information is given, dispel rumors, and help coworkers deal with the emotional aspects of the situation. Provide access to the Employee Assistance Program (EAP) services. ([Appendix I](#))

- Work with the Family Liaison to determine the desires of the family for in-house or on-site security and coordinate requests with Refuge LE and local law enforcement agencies.

AFTER 24 HOURS

- Provide for continued support and follow-up to the family and coworkers.
- Coordinate with and support the Family Liaison to:
 - Appropriately transport the remains according to the wishes of the family. This may include coordinating the casket detail with the Service Honor Guard. If there is a need for transportation of the remains via air, contact Fire Management Branch at NIFC for guidance or the Regional Finance Office.
 - Determine attendance at the funeral (or memorial). Attend funeral services unless the family wishes otherwise.
 - Ensure administrative requirements are expedited.
 - Determine the family's wishes concerning communication with Service employees, managers, local line officers, and other dignitaries. Personally encourage communication from Headquarters (HQ)/Regional Office (RO) managers and dignitaries if the family is receptive.
- Coordinate and arrange for Service participation at memorials/funerals.
- Debrief / release IMT, SORT, CISM, and SAIT Liaison.
- Monitor/manage stress reactions of Service employees.
- Conduct After Action Review (AAR).
- Maintain frequent communication with supervisor, Fire Management Branch Chief, Refuge Law Enforcement.
- Acknowledge visiting and assisting departments or dignitaries.
- Coordinate Service response to help visiting and assisting agencies. Ensure that supportive agencies are treated with respect and consideration by the Service and that offers of assistance are used and recognized to the greatest extent possible.
- Brief key individuals (survivors, family, etc.) on the investigation factual report prior to release.



Iron 44 Memorial Service, 2008

- Have thank you letters prepared.
- Follow up on recommendations of AAR and investigation reports.
- Coordinate with Regional Injury Compensation Specialist (RICS) for death benefits procedures through the Department of Labor (as applicable):
 - Ensure the decedent’s supervisor prepares the Department of Labor *Official Superior’s Report of Employee’s Death*, (CA-6, <http://www.dol.gov/owcp/regs/compliance/ca-6.pdf>).
 - A CA-6 should only be completed when the employee dies as a result of injury when performing his/her duties or because of an employment-related disease, not as a result of natural causes.
- As appropriate, ensure the decedent’s supervisor expedites a *Claim for Compensation by Widow, Widower, and/or Children* (CA-5, <http://www.dol.gov/owcp/regs/compliance/ca-5.pdf>); or a *Claim for Compensation by Parents, Brothers, Sisters, Grandparents, or Grandchildren*, (CA-5b, <http://www.dol.gov/owcp/regs/compliance/ca-5b.pdf>).
- Have Human Resources (HR) prepare a *Request for Personnel Action* (Standard Form 52, <http://www.opm.gov/forms/html/sf.asp>) showing date of death.
- Request that HR prepare a letter of condolence for the Service Director’s signature.
- Using the automated time and attendance system, annotate the employee’s death.
- Conduct an AAR of the LODD support processes found in this handbook. Send any comments or suggested changes to the Fire Management Branch, or Chief, Refuge Law Enforcement. (Page i)
- Follow up frequently in the months and year ahead with appropriate coordinators and liaisons to determine if the needs of family and coworkers are being met and assign tasks as appropriate.



Mann Gulch Fire Fatality

On-Scene Coordinator

The on-scene supervisor or other capable employee becomes the On-Scene Coordinator at the time of the incident. Managers may select a new On-Scene Coordinator as desired. In the case of an “incident within an incident” the On-Scene Coordinator should **not** be referred to as an incident commander (IC) or Officer in Charge (OIC) to minimize confusion with the on-going

incident command structure. Every effort should be made to clearly distinguish the difference between the On-Scene Coordinator and the IC or OIC of the overall ongoing incident.

An on scene Service Law Enforcement Officer (LEO) involved in an incident that results in a serious injury or death (i.e., officer-involved shootings, serious use of force incidents, suicides, etc.) should also follow the guidance in [442 FW 6 - Management of Officer-Involved Critical Incidents.](#)

The On-Scene Coordinator is responsible for meeting the immediate medical needs of the affected employee(s), ensuring appropriate measures related to safety or criminal investigations are taken at the scene (e.g., site security), and notifying the appropriate supervisor.

Responsibilities of the On-Scene Coordinator include:

- Activate appropriate emergency response. Ensure scene safety. Provide basic first aid.
Do not move the body of the deceased.
- Account for all employees in the group.
- Obtain accurate information regarding the incident (who, what, where, when, etc.).
- Notify appropriate supervisor and appropriate law enforcement agencies.
- Restrict the communication of information concerning the employee(s) and the incident to minimize the release of information before the family is notified. Use telephone communication whenever possible.
- Secure the fatality site so that evidence is not disturbed and Government and/or personal property are not unlawfully removed and are not within plain view of the public, employees, and/or family members.
- Identify employees who were involved or witnessed the incident.
 - Obtain witness contact information.
 - Ensure employees remain available for interviewing by law enforcement and investigation teams.
- Provide employees a safe place to rest.
- Conduct risk assessment on rescue/recovery operations.
- Arrange for a driver to provide transportation of affected employees.
- Request additional personnel for scene protection and administration, if needed.
- If another On-Scene Coordinator is assigned, transition with that individual.



Emergency response on the Deer Park fire, 2010

Local Dispatch Responsibilities

Dispatch will often be the first notified that a critical incident has occurred. Dispatch personnel will:

- Provide the On-Scene Coordinator with requested information and support personnel.
- Declare an emergency and limit radio traffic on the frequency to emergency traffic only.
- Designate a Lead Dispatcher to coordinate radio procedures for the emergency.
- Maintain proper radio etiquette.

- Ensure that personnel know not to use the employee’s name over the radio to avoid interception by the media and others before appropriate survivor notification.
- If needed, order or assign a separate radio frequency for the emergency operations.
- If the family is subsequently transported in a Government vehicle (with the manager’s approval), do not allow discussion of the employee over the radio while the family is in the vehicle and may hear the radio traffic.
- Clear dispatch area of non-essential personnel.
- Do not release any information to the media until approved by the manager.
- Notify the Fire Management Officer or Senior Law Enforcement Officer, and/or manager by phone.
- If needed, assign one person to document all communication regarding the incident/accident.
- At the request of the manager, request/order CISM Coordinator and SAIT Liaison.

Chief, Fire Management Branch

In the case of a fire fatality, the Chief, Fire Management Branch is responsible for notifying his/her supervisor and signing the Delegation of Authority to the SAIT ([Appendix D](#)).

Family Liaison

The Family Liaison ensures that the needs of the survivors are paramount, which is a critical assignment. It may be appropriate to assign a pair of employees (one of whom is CISM trained) to enable backup, to prevent the family from focusing too much on a single employee, and so that the employees can support each other. Assign a person(s) who has the ability to develop a close relationship with the family, demonstrate empathy, provide emotional support, and be able to communicate and coordinate within the Service. ([Appendix L](#)). A Family Liaison may know the deceased or the family, but should not be so emotionally involved with the loss that he/she could become ineffective. This person must also be able to balance the needs of the Service with those of the family. The Liaison does not make decisions for the family or the Service, but acts as a facilitator between the two.

The Family Liaison will have direct access (outside the chain of command) to Service officials needed to accomplish their role. Contacts between the family and the Service should take place through the Family Liaison, except for the HR Specialist and the Regional Injury Compensation Specialist (RICS). Repeated contacts with other Service personnel should be avoided. The Family Liaison and the HR Specialist must work closely together. The HR Specialist often becomes the primary contact with the family until the benefits process is complete.

The Family Liaison will report directly to the manager or IC (if IMT is activated) and become a member of the IMT if called out. The Family Liaison duties may include the following:

- Identify resources that are available to assist (see Family Liaison, Appendices [L](#), [M](#), [N](#), [O](#), and [P](#)):
 - Grief counselors, EAP.
 - Peer supporters.
 - Administrative support.
- Identify internal policies that may apply when assisting the family. For example:

- A work-related death autopsy may be necessary to ensure family death benefits.
- Determine what death benefits (funeral and burial costs) would be covered. (Appendix Q)
- Procedures for processing personnel papers.
- Determine what advice should be given for filing claims.

Family Support:

- Ensure the needs and desires of the family are respected.
- Serve as a facilitator between the family, the Honor Guard, and the IMT.
- Determine cultural or religious background of the family. If the employee is a Native American, determine if contact with the family is to be made through tribal officials only.
- Pay particular attention to unique family dynamics.
- Request the family designate a representative who can act/speak on behalf of the family.
- Be available to the family to answer questions.
- Maintain a log of all contacts with the next of kin.
- Do not make assumptions about what the family wants. Ask them.
- Act as a long-term liaison to the family to ensure that contact is maintained between the Service and the family for as long as the family feels the need for support.
- With the concurrence of the involved officials, relay details of the incident to the family at the earliest opportunity.
- Advise the family of the other coordinator and liaison positions and their roles and responsibilities.
- Reassure the family that you have accepted this position of liaison by choice and care about their concerns.
- Communicate and coordinate family needs with other Service personnel.
- Act as the intermediary between the family and Service personnel. The family may choose to communicate directly with Service personnel or they may wish to only communicate with the Family Liaison. Ensure the family understands that they may choose with whom to communicate. Relay their choice and ensure Service personnel are informed.
- Determine and relay to the family such things as:
 - Family travel information.
 - When the family can view the body.
 - When the body will be released for transport and interment.
 - When the family may go to the scene of the incident.
- Advise the family that they need to request copies of the autopsy report directly from the respective coroner's/medical examiner's office.
- Work with the CISM Team to facilitate support services for family members.
- If appropriate, facilitate a meeting between other incident-affected families, survivors, witnesses and co-workers.
- Do not burden the family with unnecessary demands.
- Keep accurate records.
- Keep the family advised of legal proceedings.
- Facilitate networking between families, survivors, and coworkers as applicable.
- Facilitate Employee Assistance Program (EAP) services for family members.

Benefits and Support Resources:

- Introduce the family to the HR Specialist and RICS for survivor benefits.
- Assist the family in obtaining and providing records to the HR Specialist.
- In cooperation with manager and IMT, advise the family regarding honor and/or award ceremonies and assist with the necessary paperwork.
- Discuss funeral arrangements, including the entitlement of Service honors.
- Advise the family about any groups that may be associated with the deceased's profession and can provide assistance. ([Appendix P](#))
- Provide lists of known organizations.
 - *Fire: Wildland Firefighters Foundation* (<http://www.wffoundation.org>) and National Fallen Firefighters Foundation
 - *LE: Concerns of Police Survivors* at <http://www.nationalcops.org/>.
- Introduce the family to court-provided victim's assistance personnel for criminal action LODDs (not for accidental LODDs).
- Coordinate with the CISM Team to provide information regarding Employee Assistance Program (EAP) and grief and critical incident stress issues and provide additional resource information to the family.
- Document inquiries and interest in public donations to the family and assist the family in establishing a mechanism for receiving such contributions, as appropriate.
- In coordination with the External Affairs Officer, advise the family regarding media contacts and determine how they would like those inquiries handled.

Investigations:

- Advise the family of Service investigations including:
 - Internal investigations.
 - Criminal investigations.
 - Serious Accident Investigation Team (SAIT).
 - Technical Boards of Review.
 - Occupational Safety and Health Administration (OSHA).
 - National Transportation Safety Board (NTSB).
- If approved, coordinate between the SAIT Liaison, the family, and the SAIT.
- Inform the family of the facts of the incident. The supervisor under which the deceased was employed may be involved in at least one briefing to the family on incident facts.
- Prior to being released to Service employees or the media, notify survivors of factual report details and have subject matter experts available to answer survivors' questions and concerns.

Employee Personal Property:

- Ensure that any equipment or personal property returned to the employee's family is cleaned and repaired at Government expense.
- Arrange for delivery of the employee's personal belongings to the family. The belongings should be packaged in a dignified manner (e.g., not a garbage bag) and be clear of any blood or other effects of the incident. The property should be given to the family at an appropriate time, in a caring manner.
- Assist with the family's return of the deceased's Service-issued equipment. Except where safety is a concern, this should be accomplished well after the funeral in an appropriate and caring way.

- If appropriate, facilitate a meeting between victim-witness services and the surviving family members.

Funeral/Memorial Services:

- Meet with the family to discuss funeral arrangements, including the entitlement of Service honors. ([Appendix T](#))
- Document inquiries and interest in public donations to the family and assist the family in establishing a mechanism for receiving such contributions, as appropriate.
- Determine if the Service Honor Guard's presence or special honors are desired at the funeral. Make necessary contacts to ensure the possibility of their presence.
- If the family so desires and it is appropriate, accompany the family to memorial services, award ceremonies, etc.
- Continue to communicate regularly with families, but establish a mutually agreed-upon conclusion to official involvement.
- Provide family with information on follow-up resources (e.g., Wildland Firefighter Foundation).
- Brief family on the potential of future contacts (e.g., media attention during anniversaries).



Next of Kin Notification Team Process

Each notification is unique to the person(s) and circumstances surrounding the death and will garner different reactions. The next of kin Notification Team Leader's alertness to the needs of the family will help to maintain a rapport with next of kin at the time of their greatest need. Whenever practicable, notify the survivors in-person, preferably accompanied by at least one other Service representative. A local police officer or State Police officer may be able to assist with the in-person notification on behalf of the Service. This team, led by the Team Leader, should consist of the individuals identified on the *Confidential LODD Information Form*, one member of the deceased employee's division, a member of the management staff, and possibly the Family Liaison, if identified. CISM personnel can be a part of this team or standing by to respond. Notification should never be delayed because a someone on the Team is unavailable. To prepare for the notification, review Appendices [H](#) and [I](#).

Next of Kin Notification Team – Team Leader

The manager may be the Team Leader, and he/she is encouraged to wear an official uniform. Responsibilities of the Team Leader include:

- Obtain a verified copy of *Confidential Line of Duty Death Information Form* and/or *Employee Express* emergency notification information from the manager or HR Specialist (if the Team Leader is not the manager).

- Notify the next of kin as soon as possible, and if possible, concurrently with required Service internal notifications. (Appendices C and D).
- In case of serious injury or death to a Native American, immediately contact home tribe leadership for cultural considerations and inquire how they want the notification to occur.
- Conduct family support visits as needed.

Next of Kin Notification Team—Hospital/Mortuary Liaison

The duties of the Hospital/Mortuary Liaison include:

- Meet with designated hospital/mortuary personnel to arrange appropriate waiting facilities for the family that are separate, but not isolated from coworkers.
- Ensure that medical personnel make the family aware of hospital policy about visitation with the deceased, and explain why an autopsy is needed.
 - If it is possible for the family to visit the deceased prior to the autopsy, they should be afforded that opportunity.
 - Prepare the family for what they might see and accompany the family into the room for the visit if the family requests it.
- In cooperation with the Team Leader or other official, be present the entire time the family is at the hospital and arrange whatever assistance the family may need at that time.
- Coordinate with the Honor Guard Commander.
- Provide incident updates to the family as they become available.
- Arrange for transportation of the family back to their residence if needed.
- Advise the hospital billing department that this is a Federal Office of Workers' Compensation Program (OWCP) matter and to coordinate with the Service's Regional Injury Compensation Specialist (RICS). The family should not receive any of these bills at their residence address.

Regional External Affairs Officer

A Regional External Affairs Officer (EAO) should be designated early in the incident by the Regional Director. Depending on the complexity of the situation, a local unit EAO may be used to fulfill these duties. The unit may, however, need their full-time EAO for support as it grieves. The EAO will facilitate any contact the family wishes to have with the media.

The Service is not always the lead agency in the investigation of an incident, and therefore, may not be the lead agency for contact with the media. The local manager should coordinate with the investigation team members to determine external affairs responsibilities.

General EAO duties may include the following:

- Create media contact lists; include phone



and fax numbers.

- Ensure that all information released about the incident is accurate.
- Be aware of and sensitive to cultural norms.
 - If the employee is Native American, coordinate with the tribe and release information in accordance to their beliefs and traditions.
- Keep the employee, their family, Service managers, and all incident response personnel informed of any released information or talking points.
- Because the duties may extend for months or years due to trial continuances, etc., ensure a smooth transition to a local public affairs office if appropriate.
- Provide a liaison for legislative inquiries.
- Coordinate with Law Enforcement, SAIT, FMO, and IMT members and other agencies involved regarding release of information to the media.
- Coordinate with the above to determine the appropriate information for release internally within the Service and provide the information to the HQ/Regional public information staff, as appropriate, prior to external release.
- Establish a primary spokesperson for external release of information.
- Request additional EAO/Public Information Officers (PIO) if needed.
- Designate a lead EAO (when necessary).
- Confirm roles and responsibilities and ensure coordination between:
 - Local unit EAO.
 - Incident Management Team Public Information Officer (if IMT is assigned).
 - Other involved agency information officer(s).
 - SAIT's Information Officer(s).
- Brief receptionists, dispatchers, etc., on routing/handling of incoming calls and visitors.
- If requested, provide External Affairs assistance at dispatch centers and reception areas.
- If requested, set up communication center and assign employees to assist in answering phone calls or place orders for communication personnel.
- Brief receptionist, dispatchers, and others on routing incoming calls and visitors.
- If requested, coordinate with the Family Liaison and assist the employees and/or family with media inquiries.
- Coordinate information regarding funeral arrangements, memorial services, etc., with team members and release information to Service employees and other agencies.
- Coordinate with local Service personnel to determine which agencies would most likely want to send representatives to the funeral.
- Assist the Family Liaison with services, program announcements, etc., as desired by the family. ([Appendix T](#))
- Coordinate with the Family Liaison to provide media whatever access is possible at funerals and other services and still maintain the dignity of the ceremony and the privacy of the family.
- If desired by the family, provide an official person(s) to record services via photos and/or video. Such records can be valuable to a family who may not remember the services or who attended, and may be of particular value to children in later years so they can see the honors provided to their parent.
- Keep the community informed. Arrange community briefings by the manager or CISM Team Leader, as appropriate.

- Recognize that impacts to local communities and others may be significant. Consider establishing networks to facilitate information flow to those groups and advise them of Service-sponsored events if appropriate.
- Follow up and coordinate with the manager and CISM Team Leader regarding external requests for media, movie companies, special flights, or permit requests.

EAO duties specific to the media may include:

- Make immediate contact with local media and develop positive relationships with them.
- Be prepared to respond to media inquiries within minutes. Use the media to deliver important messages to the public.
 - Develop an initial prepared statement.
 - Show concern.
 - Say what is being done and how quickly the Service responded.
 - Tell what resources responded.
 - Give any verified, releasable facts that are available.
 - Report current status.
 - Do not speculate or talk off the record; STATE ONLY FACTS.
 - Confirm the obvious.
 - Discuss initiation of investigation/review, if appropriate.
 - Stress that safety of rescue crews, the SAIT, community, and others is paramount.
 - Mention environmental impacts, if appropriate.
 - Thank cooperators.
 - Inform the public about what they can do to help.
 - Describe any need for volunteers.
 - Provide safety messages.
 - Identify any road closures/fire restrictions.
 - Describe any wildland/urban interface issues.
- Set up communication center facilities.
- Publicize any information hotline telephone number and location.
- Consider establishing a toll-free phone number to facilitate information flow.
- Consider establishing a Web site to provide current critical incident information.
- Use internal bulletin boards to communicate with employees.
- Schedule regular press briefings/updates to release information both internally and externally as changes in status of the incident and/or employee occur. Information releases should be coordinated with the investigators, the Service, and survivors.
- Ensure technical experts (safety, fire, law enforcement, etc.) are available and prepared for media interviews.
- Provide and coordinate media access to the incident site in coordination with the lead agency, criminal investigation team, and accident investigation team, etc.
- Use the media to get secondary messages to the public (e.g., road closures).
- Brief media on incident site and airspace restrictions. Consider media pool arrangements.
- Anticipate media's needs, such as photos/biographies, deadlines, protective gear, photo and video opportunities, interviews, etc.
- Ensure the family and response team members have information regarding proper media contact referrals.
- Publicize telephone number, Web site, or other location for more information.
- Obtain maps and graphics as necessary.

- Ask survivors about how they want to handle media contact.
 - If the survivors want to speak with the media, advise the designated family spokesperson of their rights and anticipated questions.
 - Coordinate requests to minimize the impact to the survivors.
 - Protect the rights of those who do not want media contact.
- If requested by the survivors, the EAO should accompany the family during media contacts.
- Provide the media with whatever access is appropriate at memorial services and still maintain the dignity of the ceremony and the privacy of the survivors.
- Provide the media with whatever access is appropriate to the incident site in cooperation with the IMT and SAIT.
- Issue press releases and internal bulletins to educate and inform the Service and community of the details of the event. Information releases should be coordinated with the investigators, Service management, and survivors (as appropriate).
- Provide copies of the above to the survivors prior to public release whenever possible.
- Coordinate with other EAOs/PIOs on the IMT (if activated).
- Prepare for official visits (e.g., top Service management, governor, mayor, members of Congress).
 - Briefing material, facts/statistics about area, talking point, or speeches.
 - Assign liaisons/escorts.
 - Arrange for transportation.
 - Schedule and facilitate press conference(s), if desired.
 - Provide mechanism for keeping them involved/informed.
- Document events and contacts: chronology, contact logs, photos, etc.

Human Resource Officer (HRO)

The manager contacts the Regional HRO to assist both the family and Service management with information and administrative support regarding benefits available to the deceased and their survivors.

Duties of the HRO include the following:

- Assign an HR Specialist to work with the Family Liaison to gather information on benefits and funeral payments that survivors *may* be eligible to receive.
- Prepare letter of condolence for the Service Director's signature.

Human Resources (HR) Specialist

The HR Specialist reports directly to the HRO and is assigned to the case to process death benefits for the surviving beneficiaries. The HR Specialist's duties include the following:

- Confirm beneficiaries (may not be next of kin) in electronic Official Personnel Folder (eOPF).
- Notify National BusinessCenter (NBC) Payroll Processing Group.
- Contact Employee Assistance Program (EAP) representative, if requested.
- Council family or their representatives on potential benefit options.

- Ask the family to order five copies of the death certificate. Also request copies of the birth, marriage, and divorce certificates, if applicable.
- Prepare benefits packet – summary, estimates, required forms, as applicable:
 - CSRS or FERS benefits.
 - Federal Employees Group Life Insurance.
 - Thrift Savings Plan.
 - Unpaid compensation (last check and annual leave).
 - Social Security information.
- Process application for Consideration for Death Gratuity Payment.
- Submit death benefits claims.

Regional Injury Compensation Specialist (RICS)

The RICS facilitates the filing of claims for death benefits through the Department of Labor, Office of Workers' Compensation Program (OWCP). (Also see 240 FW 10.)

- Ensures the decedent's supervisor initiates and completes the CA-6, *Official Superior's Report of Death* within 10 working days.
- Expedites the issuance of the :
 - CA-5, *Claim for Compensation by Widow, Widower, and/or Children*, or
 - CA-5b, *Claim for Compensation by Parents, Brothers, Sisters, Grandparents, or Grandchildren*.
- Notify the OWCP District Office of jurisdiction, in writing/facsimile, of the employee's death.

Financial Officer

This position reports directly to the manager and coordinates financial issues with the Finance Section of the IMT (if activated). Financial Officer's duties may include the following:

- Coordinate fiscal information with the HR Specialist.
- Establish charge code and monitor costs related to the incident.
- Give advice on administrative questions associated with:
 - Paying travel costs of family members.
 - Transportation costs for the deceased.
 - Funeral and memorials.
 - Other funding questions that may arise.
- Document inquiries and interest in public donations and assist the family in establishing a mechanism for receiving such contributions.
- Provide procurement, accounting, time recording, and cost analyses information.
- Purchases may include the following:
 - Flag(s).
 - Light refreshments for post-memorial gathering (See 41CFR 301-74.11).
 - Water, shelter, seating, and audio-visual equipment.

NOTE on Funding: Costs associated with Service activities related to a LODD are borne by the Service program office or Region. Additional special funding sources may be applicable, through other avenues, Wildland Firefighters Foundation, and DOI Death Gratuity Payment (Appendices M, N, O, and P). During this time of grief, employees working with survivors may be overwhelmed with the desire to ease their pain and suffering by extending every effort to assist. Be careful not to make promises that later cannot be fulfilled.



Limited Service funds may be used within strict guidelines for certain expenditures. See Appendices M, O, and Q for more information on funeral and burial expenses and transportation of the body.

A Federal law enforcement officer or firefighter may be excused from duty without loss of pay or charge to leave to attend the funeral of a fellow Federal law enforcement officer or firefighter who was killed in the line of duty. (5 U.S.C. 6328)

OPM policy states, “Agency heads have broad authority to grant excused absence (without charge to pay or leave) for various reasons. Under certain circumstances, one or more employees while on official business and without loss of pay or leave may attend the funeral of a fellow Federal employee who is killed in the line of duty. . . an employee so designated may be reimbursed for his or her travel expenses from agency funds.” (OPM July 29, 1994)

Critical Incident Stress Management (CISM) Coordinator

This position reports directly to the manager and coordinates the activation and activity of the CISM Team. CISM is generally implemented within 48-72 hours of the critical event.

Consideration should be given to the following:

- Initial CISM provided to personnel directly involved in the incident (e.g., survivors, rescue workers, IMT members, dispatchers).
- Relieving involved personnel from external responsibilities.
- Keep crews together, if possible.
- Hold separate sessions for personnel involved in the immediate critical incident and outside peers/coworkers.

CISM Coordinator responsibilities include:

Before Incident

- Ensure that CISM protocols and resources are identified prior to the occurrence of a critical incident. ([Appendix J](#)).
- Identify local/regional/area CISM resources (e.g., peer support, defusing, debriefing).
- Contact CISM resources to discuss activation/capabilities/costs.
- Identify Employee Assistance Program and its capabilities specifically:
 - Grief counselors.
 - Family supporters.
 - Critical incident stress support.

During Incident

- Coordinate immediate needs with the on-scene supervisor, dispatch, second-line supervisor, or the manager to determine the extent of the situation.
 - Number of Service employee affected and how affected.
 - Names of employees involved in the incident.
 - Names of employees witnessing the incident.
 - Names of employees working with the affected employee but not involved in the incident.
 - Home unit of the employees listed above.
 - Other agencies involved and names of their personnel.
 - Current location of all the above.
 - Location of all the above within the next week.
- Determine if CISM services are appropriate at the scene or the hospital and contact the local CISM team or EAP as appropriate.
- Coordinate with the manager to determine the organizational structure for the CISM Team and deliver the Delegation of Authority to the CISM Team Leader, if needed. The CISM Team Leader can work directly for the CISM Coordinator or fall under the Operations Section if an IMT or Special Operations Response Team (SORT) is activated.
- Coordinate with the manager to meet with employees who were involved with the incident or witnessed the incident and explain CISM and assistance available.
- Coordinate with the manager to meet with coworkers who were not at the scene. Because their experience was different than those employees who were at the scene, a separate group debriefing or other services should be offered to them.
- Determine the appropriate services needed. group defusing, one-on-one intervention, debriefing, etc.
- Contact the EAP Coordinator and have them contact the CISM Team Leader, peer counselors or EAP, determine their capabilities, and coordinate necessary arrangements.
- Determine the size and makeup of the CISM Team in discussion with the Team Leader.
- Arrange the date, time, and place for the CISM services.
- Set time frames for CISM activities with the CISM Team Leader.
- Ensure that all affected personnel are personally notified of the CISM services and provide the details of where and when to meet.
- Ensure employees that no records will be kept regarding attendance and content.
- Offer one-on-one follow-up for those who did not choose to or were unable to attend group debriefing services, etc., and make the arrangements for the one-on-one services.



- Coordinate with the Family Liaison to ensure the victim's family is aware of CISM and counseling services available and how to obtain them. Assist them in making the contacts and arrangements if they so choose.
- Ensure all coworkers are aware of and have the information for EAP and other follow-up CISM services. Offer to assist them in making appropriate contacts and arrangements.
- Provide statistics and CISM-associated costs to the Finance Officer or IMT Finance Section Chief (FSC).
- Provide follow-up to the CISM Team Leader throughout the CISM activities.
- Conduct an AAR with the CISM Team Leader at the close of CISM activities.
- Follow up in the following months with the manager and Family Liaison to determine if additional one-on-one or group CISM or counseling services are needed. Be mindful that such a need may arise a year or more after the incident occurred.
- See also [Appendix J](#) – CISM Team Information and Ordering Procedures.

CISM Team Leader

The CISM Team reports to the manager or the assigned CISM Coordinator. In some cases the CISM Team Leader may report to the SORT Commander or IMT Operations Section Chief. The organizational structure and chain of command should be clearly identified in the Delegation of Authority provided by the manager and CISM Coordinator.

All contacts between the CISM Team and surviving family and employees are confidential, and no written reports will be made. Administrative support (rooms to meet, notification sent to crews, etc.) is coordinated through local dispatch and the CISM Coordinator.

The CISM Team Leader responsibilities include:

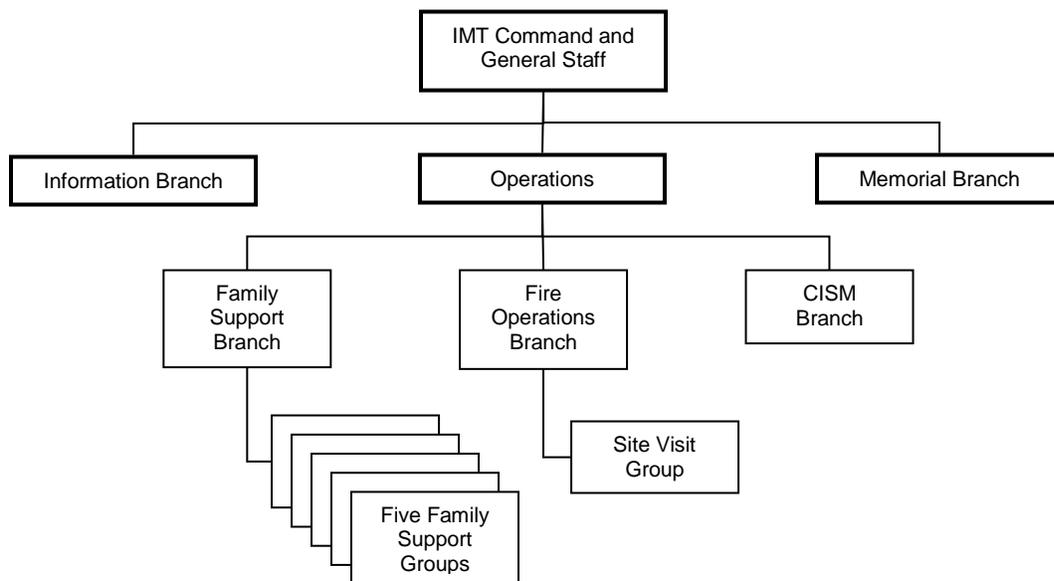
- Coordinate CISM Team activity with the CISM Coordinator.
- Determine the size and makeup of the CISM Team.
- Determine the need for the services of additional mental health professionals.
- Conduct Critical Incident Stress Debriefing (CISD) if applicable. This is a structured group meeting that emphasizes venting or show of emotions and other reactions to a critical incident. It also emphasizes educational and informational elements that help employees to understand and deal with the stress generated by the event. Debriefings generally occur within 24 – 72 hours of the critical incident.
- Conduct Initial Incident Stress Defusing if applicable. This is a shorter and less structured version of a CISD that usually occurs within a few hours of a critical incident. The main purpose of a defusing is to stabilize the affected personnel so that they can return to work if necessary or go home without unreasonable stress. A defusing allows for initial venting of reactions to the incident and provides stress coping information to affected personnel. A defusing may eliminate the need for a formal CISD or enhance a subsequent CISD.
- Conduct Individual Crisis Debriefing if applicable. This is one-on-one confidential assistance with any issue by a trained peer supporter or mental health professional.
- Summarize recommendations to the manager regarding the need for further mental health services, and provide employees with contact information for the EAP.

- Provide statistics and associated costs to the CISM Coordinator and Finance Officer or IMT FSC.
- See also [Appendix J](#) – CISM Team Information and Ordering Procedures

Incident Management Team (IMT) for LODD Mission Support

Past experience has consistently and repeatedly demonstrated the critical need to bring in an IMT early in response to an LODD. The IMT can provide experienced logistics during a stressful situation in support of the family(s) and local refuge. Depending on the scope of the incident, the IMT can be scaled up or down and positions combined to meet the needs of the response. Some positions may be filled by qualified Service staff not directly affected by the LODD. Honor Guard personnel have experience and training with LODD response and are often used to fill some of these positions.

Following is one example of an organizational structure used by the IMT responding to the highly complex LODD of five firefighters who perished on the 2006 Esperanza Fire in Southern California. The manager should work with local supervisors to determine the appropriate organizational structure needed for the given situation.



Taken from [“BDF Engine 57 Support Mission - Lessons Learned from CIIMT-1 and the San Bernardino National Forest, May, 2007”](#)

IMT Incident Commander (IC)

In consultation with the manager, the IC sets the objectives and priorities for the incident. The IC is the overall coordinator for the Service's involvement and participation in the funeral and the after care for the family. This person needs to be able to effectively communicate with the manager, funeral team members, Service employees, and the public.

Responsibilities of the IC for a LODD response may include:

- Conduct coordination meetings with key personnel as needed.
- Assure notifications of all off-duty and vacationing personnel.
- Follow Service protocol for requesting flags be lowered to half-staff (Departmental Manual Part 310, Chapter 5).
- Remain a contact person for outside agencies.
- Manage the memorial service.
- Support ongoing Service operations during the incident.
- Ensure that processes (to include benefits) are in place for surviving family, and that a short- and long-term CISM program is provided for affected employees.

Public Information / External Affairs

The IMT Public Information Officer (PIO) will coordinate efforts with the local or Regional External Affairs Officer.

Agency Liaison

This should be a management level employee familiar with the ICS. The Agency Liaison duties are to interface with the following:

- DOI, Service Headquarters Office, and Regional Offices.
- Cooperating agencies in coordinating attendance at memorial services.
- Outside Service offices in coordinating employee attendance at memorial services.
- Area communities.

Safety Officer

The IMT Safety Officer is responsible for the safety of the IMT and personnel involved with the LODD response efforts. Generally, the Safety Officer will take on duties as assigned by the IC.

Finance Section

An IMT Finance Section Chief (FSC) tracks the costs of the IMT. In addition to normal financial duties, the FSC will work with the Refuge Financial Officer, as needed, in support of their duties. FSC duties may include the following:

- Work closely with the HR Specialist.
- Monitor costs related to the incident.

- Document inquiries and interest in public donations and assist the family in establishing a mechanism for receiving such contributions.
- Provide procurement, accounting, time recording, and cost analyses information.
- Purchases may include the following:
 - Flag(s) (Service Honor Guard comes with a flag).
 - Light refreshments for post-memorial gathering (see 41 CFR 301-74.11).
 - Water, shelter, seating, and audio-visual equipment.

NOTE – Funding: Costs associated with Service activities related to a LODD are borne by the Service program office or Region. Additional special funding sources may be applicable through other avenues such as Wildland Firefighter’s Foundation and DOI Death Gratuity Payment (Appendices M, O, and P). During this time of grief, employees working with survivors may be overwhelmed with the desire to ease their pain and suffering by extending every effort to assist. Be careful not to make promises that later cannot be fulfilled.

Limited Service funds may be used within strict guidelines for certain expenditures. (See [Appendix N](#) – Compensation Authority and Benefits).

For a Service wildland firefighter LODD, contact the Wildland Firefighter’s Foundation (<http://www.wffoundation.org/>) for financial assistance.

Plans Section

The Planning Section develops an Incident Action Plan to accomplish the objectives established by the IC. This includes the following:

- Maintain resource status information on all personnel assigned to the incident.
- Maintain incident documentation, including photographic and videotape documentation.

Logistics Section

The Logistics Section Chief works for the IC and may assist the IMT Response Team with the following:

- Secure the facilities and event sites.
- Assist with getting programs printed for memorial services.
- Facilitate the acquisition of memorial service needs.
- Assist with post-memorial social gathering of coworkers.
- Coordinate with the funeral home for the transportation of the deceased.
- Maintain resource status information on all personnel assigned to the incident.
- Maintain incident documentation, including photographic and videotape documentation.

Operations Section

The Operations Section Chief is responsible for overall coordination of the memorial service. This position works closely with the Family Liaison to ensure that the survivors' wishes are considered and carried out within the Service's means. Duties of the Operations Section Chief may include the following:

- Request and coordinate with the Honor Guard(s).
- Coordinate the pallbearers as requested by the family.
- Develop the Service portion of the memorial program with the approval of the family.
- Provide security for family members, if needed.
- Coordinate motor escorts and funeral procession.
- Develop a seating plan for survivors, dignitaries, media, employees, and outside agencies for all services.
- Coordinate the Honor Detail.
- Activate flag lowering process (refer to DM 310 Part 5).
- Implement a parking plan.
- Assist with coordination of the reception following the memorial.

Family Support Branch, (If needed)

If an incident is large scale and encompasses many fatalities, a Family Support Branch may be an ideal way to further support the surviving families. The Family Support Branch reports to the Operations Section. Their mission is to communicate the families' priorities to the IMT/SORT and to support the needs of each family. In highly complex, multiple fatality incidents, several Family Support Groups may be built around each Family Liaison and may include people in several roles: group supervisors, plans, logistics, information, behavioral health professionals, medical professionals to explain medical terminology, and religious leaders.

As families vary in their structure and dynamics, different challenges will surface with each family. The Family Support Groups should be flexible in adapting to the various structures, relationships, requests, and beliefs of each family. In most cases Family Liaisons will build personal relationships with these families. In some cases, however, because of family dynamics, a more business-like relationship may evolve and be appropriate.

The Family Support Branch should keep the family(s) involved and create an environment in which family members will stay involved and can participate in important decisions.

Honor Guard(HG) Commander

The HG Commander will report to the manager, but may be assigned to the Operations Section if an IMT or NRT is activated. The HG Commander works closely with the Family Liaison, Operations Section Chief, and the Funeral Director to ensure that the survivors' wishes are acknowledged and carried out within the Service's means ([Appendix T](#)).

Service Honor Guards are groups of highly trained Service employees whose top priority is to acknowledge the deceased with dignity and honor and to represent the Service in a professional and dignified manner

For a LODD for a law enforcement officer, the Honor Guard is dispatched through the Chief, Division of Refuge Law Enforcement.

For non-law enforcement/fire personnel, if requested by the family, managers request the Honor Guard through the Regional Director.

Duties of the HG Commander may include the following:

- Collect and secure the deceased employee's personal items and forward to the Family Liaison.
- Make appropriate follow-up contacts when the service arrangements have been made.
- Coordinate services with church/venue staff, Funeral Home Director, Family Liaison, and Service personnel.
- Coordinate viewing/vigil with Funeral Home Director, Family Liaison, and the Service.
- Coordinate HG participation.
- Coordinate pallbearers as requested by the family. For the death of a Refuge Law Enforcement Officer, the Service Honor Guard may serve as pallbearers.
- Determine whether Service vehicles will be used as a funeral coach, family transportation, and for the processional.
- Coordinate honor presentations and HG details.



Personal effects, Mann Gulch fire, 1949

Funeral/Memorial Branch Coordinator

The Funeral/Memorial Branch reports to the Operations Section and is usually needed when there is a multiple fatality (multiple funeral) LODD incident. The responsibilities of the Funeral/Memorial Branch Coordinator include:

- Coordinate HG participation with the HG Commander.
- Coordinate with Family Support Groups (Family Liaisons) in honoring the wishes of each family.
- Coordinate the timing of multiple funerals and memorial services.
- Coordinate with PIO regarding press releases.
- Work with graphic and audio resources to produce recording, posters, tributes, displays, and service programs. Ensure enough lead time to produce high quality products.
- Coordinate with local law enforcement and fire departments for support and participation.
- Coordinate public involvement and security.
- Coordinate with IMT to facilitate family visits to the fatality site if the family wishes.

See also [Appendix T](#) Funeral Protocols.

CISM Branch

For some LODD incidents the manager may use a CISM Coordinator to manage the CISM Team and total CISM response. In more highly complex LODD situations, an IMT or SORT may be asked to manage the CISM response. In this case, a CISM Branch should be activated under the Operations Section Chief of the IMT/SORT. Establishing a CISM Branch effectively consolidates initial responses from separate agencies, preventing parallel or overlapping efforts.

When working under an IMT/SORT, the CISM Coordinator (see [page 21](#)) will then report to the IC or delegated Operations Section Chief and also serve as a liaison between the IMT/SORT and the manager.

See [Appendix J](#) – Critical Incident Stress Management (CISM) Team Information.

National Response Team (NRT) for LODD Mission Support

A NRT is a group of Federal Wildlife Officers that can be quickly mobilized and respond immediately to an incident. They can provide critical support to the local refuge affected by the LODD, including security services, intelligence gathering, and providing personnel for the continuation of operations. If a NRT is deployed in addition to an IMT, the objectives and expectations of the NRT should be clearly identified. The NRT's tasks should be clearly defined, the chain of command clearly established, and how the two teams will interact clearly explained. Once an IMT is in place, the NRT may demobilize or stay on as a managed resource under the IMT organizational structure. If the NRT remains activated after an IMT has been mobilized, then the NRT or individual officers will be integrated into the IMT's Incident Command System. The NRT may report to either the IC or the Operations Section Chief.

In an emergency situation, activate the NRT through the Serious Incident Notification (page C-3; Table 1.2 #5) Procedure. For a non-emergency activation, request the NRT through the Regional Law Enforcement Chief, who will contact the Regional Director.

National Response Team Leader

The NRT Leader reports to the manager initially, but may be assigned to work under an IMT. The NRT Leader is responsible for achieving the delegated objectives supervising the team's activities. This person needs to be able to effectively communicate with the manager, law enforcement personnel at all levels, Regional Safety Officers, and the IMT if activated.

Responsibilities of the NRT Team Leader for a LODD response may include:

- Provides the tactical planning, oversight, and management of the NRT daily operations and serves as the point of contact during deployments.
- Coordinates security services to other incident responders.
- Reports/updates manager on NRT activities.
- Conducts meetings with key personnel as needed.
- Integrates NRT operations into the Incident Command System (ICS) of the IMT.
- Supports ongoing Service operations during the incident.

Serious Accident Investigation Team (SAIT) Liaison

The SAIT Liaison works for the manager and serves as a primary point of contact between the SAIT and the unit experiencing the accident. This person should not have been directly or indirectly involved with the accident. The SAIT Liaison's responsibilities include:

- Keeps the manager informed of the SAIT activity and progress.
- Becomes familiar with [Appendix D](#) – SAIT Information and Service Policy.
- Interfaces with the Family Liaison to provide survivor information concerning the circumstances of the death. Facilitates fatality site visit(s) of appropriate parties such as family survivors, coworkers, media, and management.
- Interfaces with the EAO/PIO on release of internal and external information.
- Coordinates a victim-witness services meeting with the surviving family.
- Ensures that the autopsy toxicology requirements are met for Public Safety Officers Benefits (PSOB). Immediately provides the county medical examiner or coroner with a copy of the FA 156 firefighter sutopsy protocol found at:
http://www.usfa.dhs.gov/downloads/pdf/publications/firefighter_autopsy_protocol.pdf.

SAIT Leader

The SAIT Leader's responsibilities include:

- Duties as assigned via Delegation of Authority from the Assistant Director – Business Management and Operations or the Chief, Fire Management Branch.
- Coordinates activities of the SAIT to accomplish investigation objectives.
- See [Appendix D](#).

SAIT Member

The SAIT members may include the following positions:

- SAIT Leader
- Chief Investigator
- Accident Investigation Advisor/Safety Manager
- Interagency Representative (Fire)
- Technical Specialist
- Public Information Officer
- Scribe

The roles, responsibilities, and qualification requirements for these positions are outlined in 240 FW 7 and the *Interagency Serious Accident Investigation Guide*. See [Appendix D](#).

POST-INCIDENT FOLLOW-UP

The impacts of a LODD will have long-lasting effects. One of the intents of this handbook is to facilitate a seamless transition from the management of a LODD incident to a return to normal operations in the Service. Local personnel will need an appropriate amount of time to grieve and recover.

However, it is also important to set realistic dates when the local unit can resume operations. The return to normal operations does not mean that

the incident is over. The impacts on family, friends, coworkers, and the community should be monitored for months and even years in some cases.



Appendix A – Definitions and Relevant Websites

Beneficiary: those designated by the employee as recipients of specific death benefits.

Benefits: financial payment made to the named survivor(s).

Casket: any receptacle containing the remains of the deceased, including cremated remains.

Chapel: the church, funeral home, or other inside location where a memorial or funeral service is held.

CISM: Critical Incident Stress Management - a wide range of programs and services designed to mitigate the effects of traumatic stress.

Core Group: includes EMS personnel, dispatchers, and other employees at the scene of the fatality.

Covered: when the Service hat is worn, typically whenever outdoors. Certain formal circumstances may allow a uniformed employee to remain “covered” during inside operations.

Debriefing: group session led by a trained CISM peer and/or mental health professional usually held within 24-72 hours after the incident. Follows a structured format and discussions are confidential within the group.

EAO: External Affairs Officer. often referred to as a Public Information Officer (PIO).

EAP: Employee Assistance Program.

EMS: Emergency Medical Service - a branch of medicine that is performed in the field by paramedics and emergency medical technicians (EMTs).

FMB: Fire Management Branch.

FMO: Fire Management Officer.

Honor Detail: Visiting members of any law enforcement agencies in dress uniform paying respects to the fallen officer/fire fighter. Honor Detail usually forms lines outside where the memorial service is being held and flank the arriving casket or hearse. The Honor Detail could also be used at the cemetery or final resting place by creating an aisle extending from the funeral coach toward the committal site.

HG: Honor Guard.

Honor Watch: formation whereby uniformed employees or the Honor Guard is posted, relieved, and removed at the head and foot of the casket. The Honor Watch is usually posted by the Honor

Guard Commander when the body is ready for viewing or in cases of a closed casket, when survivors host calling hours preceding a funeral.

HRO: Human Resources Officer.

HR Specialist: Human Resources Specialist (Benefits) - reports directly to HRO and is assigned to the case to process death benefits for the surviving beneficiaries.

IC: Incident Commander - responsible for the overall management of an incident as delegated in a Delegation of Authority.

ICS: Incident Command System – Servicewide management tool to oversee complex events.

IMT: Incident Management Team - designated Regional and national overhead groups incorporating ICS.

Interment/commitment: to deposit (the deceased) in the earth or in a tomb.

Line of duty: any action that an employee is obligated or authorized by law, rule, regulations, or written condition of employment to perform, or for which the employee is compensated by the Service.

LODD: Line of Duty Death - the term “killed in the line of duty” means an employee has died as a direct and proximate result of a personal injury sustained in the performance of official duties.

Memorial Service: an organized event to honor and memorialize a fallen employee, which may or may not include worship or a religious ceremony. A memorial service may be an organized gathering of employees, independent of a private family service or other funeral service.

Mental Health Professional: certified or licensed by a state to provide mental health services.

NRT: National Response Team - a group of Federal Wildlife Officers that can be quickly mobilized and respond immediately to an incident.

Pall: a cover for a coffin.

PIO: Public Information Officer - also known as an External Affairs Officer (EAO).- responsible for the formulation and release of information about the incident to the news media, local communities, incident personnel, the Incident Management Team and other agencies and organizations.

Public Safety Officer: a person servicing a public agency in an official capacity, with or without compensation, as a law enforcement officer, fire fighter or member of a public rescue squad or ambulance crew. Volunteer firefighters and members of volunteer rescue squads and ambulance crews are covered if they are officially recognized or designated members of legally organized volunteer fire, rescue, or ambulance departments.

PSOB: Public Safety Officers' Benefit Act provides a one-time, tax-free benefit to eligible survivors of a public safety officer whose death is a direct result of traumatic injuries sustained in the line of duty.

RICS: Regional Injury Compensation Specialist.

SAIT: Serious Accident Investigation Team - a team, appointed by the Assistant Director-Business Management and Operations, or designee (Chief, Fire Management Branch if wildland and prescribed fire-related), to investigate a serious accident and to report the accident facts and corresponding conclusions and recommendations.

SORT: Special Operations Response Team - dispatched by the Regional Refuge Law Enforcement Chief in conjunction with the Headquarters office, provides law enforcement support to the unit affected by the LODD, including continuity of unit operations and services that would otherwise be affected by the incident.

Survivors: immediate family members of the deceased employee that can include spouse, children, parents, siblings, and significant other (as recognized by State law).

Uncovered: when the uniformed employee removes their uniform hat. Typically this occurs whenever indoors. The hat should be carried under the left arm or placed upright on the lap when seated.

LINKS

American Police Hall of Fame and Museum - www.aphf.org
Bureau of Justice (BJA or BOJ) - www.ojp.usdoj.gov/BJA
Concerns of Police Survivors, Inc. (COPS) - www.nationalcops.org
Department of the Interior (DOI) - www.doi.gov
Department of Justice (DOJ) - www.usdoj.gov
Department of Labor - www.dol.gov
DOL-Office of Workers' Compensation Program (OWCP) - www.dol.gov/esa/owcp_org.htm
Department of Veterans Affairs - www.vba.va.gov/bln/dependents/index.htm
Federal Bureau of Investigation (FBI) - www.fbi.gov
International Association of Chiefs of Police - www.iacp.org
International Critical Incident Stress Foundation - www.icisf.org
National Law Enforcement Officers Memorial Fund (NLEOMF) - www.nleomf.com
National Organization for Victim Assistance (NOVA) - www.trynova.org
National Transportation Safety Board (NTSB) - www.nts.gov
National Victim Center (NVC) - www.nal.usda.gov/pavnet/cj/cjnatvic.htm
Occupational Safety and Health Administration (OSHA) - www.osha.gov
Office of Personnel Management (OPM) - www.opm.gov
U. S. General Services Administration (GSA) - www.gsa.gov

Appendix B – Confidential Line-of-Duty Death Information Form

Exhibit 5, 442 FW 6

Page 1 of 5

CONFIDENTIAL

Line-of-Duty Death Information

This information will be used ONLY in the event of your serious injury or death in the line of duty. Please take the time to fill it out accurately as the data will be extremely helpful to your family and the U.S. Fish and Wildlife Service in fulfilling your wishes.

AGENT/OFFICER INFORMATION

Full Name _____

Address _____

City _____ State: ____ Zip Code _____

Home Phone _____

Work Phone _____

Cell Phone _____

FAMILY INFORMATION

Spouse's Name _____

Address and telephone
(If different from above) _____

Spouse's employer _____

Work address _____

City _____ State: ____ Zip Code _____

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LAW ENFORCEMENT

Work Phone _____

Cell Phone _____

Names and dates of birth of your children _____ DOB _____
_____ DOB _____
_____ DOB: _____
_____ DOB: _____
_____ DOB: _____
_____ DOB: _____

If you are divorced, please provide information about your ex-spouse.

Ex-spouse Name _____

Address _____

City _____ State: _____ Zip Code _____

Home Phone _____

Work Phone _____

Cell Phone _____

Do you want a Fish and Wildlife Service representative to contact your ex-spouse?

() yes () no

Please list the name, address and telephone numbers of your children who live outside the family home and close relatives (parents, siblings, in-laws, etc.).

Name **Address** **Phone Numbers** **Relationship**

<u>Name</u>	<u>Address</u>	<u>Phone Numbers</u>	<u>Relationship</u>

NOTIFICATIONS

Please list the people you would like contacted in case of serious injury or death in the line of duty. Begin with the first person you would like notified.

<u>Name</u>	<u>Address</u>	<u>Phone Numbers</u>	<u>Relationship</u>

When death/serious injury notification is made to your immediate family, is there anyone you would like to have accompany the notifying official? If you would like someone other than a Fish and Wildlife Service Agent/Officer, please list their address and telephone number.

<u>Name</u>	<u>Address</u>	<u>Phone Numbers</u>	<u>Relationship</u>

Is there anyone you would like to have contacted to assist your family, or to assist with funeral arrangements, or related matters who is not listed above? This person should be knowledgeable concerning your life insurance representatives, location of your will, etc.

<u>Name</u>	<u>Address</u>	<u>Phone Numbers</u>	<u>Relationship</u>

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LAW ENFORCEMENT

Appendix C - Serious Incident Notification Procedures- 054 FW 1

054 FW 1 – Serious Incident Notification Procedures

See sections 1.7 and 1.8 for what and how to report.

1.1 What is the purpose of this chapter? This chapter:

- A. Establishes U. S. Fish and Wildlife Service (Service) policy, procedures, and responsibilities for reporting serious incidents,
- B. Provides direction for implementation of the Department of the Interior (Department) serious incident reporting requirements, and
- C. Complies with other Service and Departmental policies for reporting accidents or serious incidents. Regional policies must not contradict this policy.

1.2 What is the objective of this chapter? Our objective is to develop and implement clear and concise instructions to ensure prompt and efficient reporting of serious incidents to the Service Directorate and the Department's Interior Operations Center (IOC) as soon as practical after an incident.

1.3 What is the scope of this chapter? This chapter:

- A. Applies to all Service employees;
- B. Covers the initial reporting of serious incidents only. We use these reports to notify the Service Directorate; and
- C. Does not cover all reporting requirements, such as safety, hazardous materials release, etc. For more information about additional reporting requirements, review the policies we list in [section 1.4B](#).

1.4 What are the authorities for this chapter?

- A. The authorities for this chapter are:
 - (1) 446 DM 17, Serious Incident Reporting.
 - (2) 900 DM 4, Coordination of Emergency Incidents.
 - (3) 485 DM 7, Incident/Accident Reporting/Serious Accident Investigation.

B. Table 1-1 provides links to other relevant Departmental, Department of Homeland Security, and Service policies that include serious incident language.

Table 1-1: Other Relevant Departmental and Service Manual Chapters

Citation	Title
240 FW 7	Accident Investigation and Reporting
352 DM 6	Aircraft Mishap Notification, Investigation and Reporting
330 FW 5	Aviation Safety and Mishap Prevention and Reporting
090 FW 2	Emergency Management

Table 1-1: Other Relevant Departmental and Service Manual Chapters

Citation	Title
HSPD 7	Critical Infrastructure Identification, Prioritization, and Protection

1.5 What is a serious incident? A serious incident is a law enforcement incident, emergency condition, unusual event, or homeland security concern that could focus public interest on the Department or the Service or result in inquiries to the Secretary of the Interior or the Director.

1.6 Who is responsible for implementing this policy?

A. The Director:

- (1) Approves Service policy for reporting serious incidents, and
- (2) Ensures that the Service Duty Officer or his/her designee notifies the IOC according to the requirements in 446 DM 17. The IOC is responsible for notifying the Secretary of the Interior through the Office of Law Enforcement and Security.

B. The Assistant Directors and Regional Directors ensure that employees:

- (1) Comply with this policy, and
- (2) Receive training as it relates to this policy.

C. The Assistant Director – National Wildlife Refuge System (NWRS):

- (1) Implements Service policy for reporting serious incidents, and
- (2) Coordinates with the Chief – Office of Law Enforcement to develop and update serious incident reporting policy.

D. The Chief – Office of Law Enforcement (OLE):

- (1) Ensures that OLE employees comply with this policy, and
- (2) Coordinates with the Assistant Director – NWRS to develop and update serious incident reporting policy.

E. The Chief, Division of Refuge Law Enforcement (DRLE):

- (1) Has primary responsibility for ensuring that serious incidents are reported to the Director, other Service officials, respective Regional Law Enforcement Chiefs, and the IOC;
- (2) Develops and revises procedures for reporting serious incidents;
- (3) Supervises the Service Duty Officer(s); and
- (4) Provides the Directorate with summary information about serious incidents.

F. The Service Duty Officer:

- (1) Is a staff member of the DRLE;
- (2) Monitors the National Serious Incident Reporting Line and receives incoming telephone calls from people reporting serious incidents;
- (3) Notifies the Director, other Service officials, and the IOC about incidents in accordance with 446 DM 17;
- (4) Assigns alternate staff to monitor the National Serious Incident Reporting Line and receive serious incident reports to ensure continuous (24 hour, 365 day/year) coverage; and
- (5) Maintains and summarizes serious incident reports.

G. Project Leaders and Supervisors:

- (1) Advise and coordinate activities related to serious incidents with appropriate personnel, such as their Refuge Law Enforcement Officer, Zone Officer, Area Special Agent, Regional Office Area Supervisor(s), or Assistant Regional Director of the involved program;
- (2) Follow any additional Regional serious incident reporting policy or guidelines;
- (3) Make sure that the serious incident has been reported to the Service Duty Officer, and if not, report it to the Service Duty Officer (see section 1.8A); and
- (4) Ensure that employees are trained to understand what a serious incident is and what reporting requirement responsibilities exist in case they are involved in a serious incident.

H. Employees who are reporting a serious incident:

- (1) Follow the telephone and written reporting requirements in section 1.8, and
- (2) Notify their Project Leader or immediate supervisor about the incident.

1.7 What incidents do you report to the Service Duty Officer?

A. Serious Incidents Service-wide: Table 1-2 summarizes the types of serious incidents you must report (see section 1.8 for information on how and when).

Table 1-2: Serious Incidents to Report to the Service Duty Officer

Type of Incident	Description
1. Employee death or serious injury	Death, life-threatening injury, or hospitalization of an employee that occurs while performing official duties.
2. Other death	Death of a person that occurs on Service property.
3. Criminal	<ul style="list-style-type: none"> • Terrorist threats or activity (including significant vandalism or hostile acts Incidents against people or property). • Theft or loss of explosives or explosives materials. • Threats to employees. • Assaults to employees. • Bomb threats. • Discharge of a firearm when associated with a crime against a person. • Demonstrations involving civil disobedience. • Hostage or barricade situations. • Detention facility incidents resulting in serious bodily injury or death. • Significant border incidents requiring the deployment of law enforcement personnel (see Table 1-4 for specifics about the Southwest Border). • Kidnappings. • Hate crimes involving violent acts. • Vehicle pursuits involving significant property damage, serious bodily injury, or death. • Suspicious people or packages where extraordinary action by law enforcement personnel is necessary. • Critical missing people or Amber Alerts. • Arsons of a significant nature. • Significant environmental crimes or Archeological Resource Protection Act (ARPA) violations on Service lands. • Crimes that might result in significant media or political attention. • Theft of aircraft from lands under the jurisdiction of the Service or theft of aircraft owned, operated, or under the operational control of the Service (regardless of who owns the land). • Theft of Service badges, credentials, uniforms, vehicles, license plates, or other official Service insignia. • Theft of Service-issued firearms. • Drug seizures meeting or exceeding the following thresholds: <ul style="list-style-type: none"> o Methamphetamine (1 pound) o Marijuana plants (1,000 plants) o Processed marijuana (500 pounds) o Cocaine (1 pound) o Heroin (1 pound) o LSD (100 doses) o Psilocybin mushrooms (1 pound) o “Club Drugs” (e.g., MDMA, Rohypnol, GHB, Ketamine) (100 doses)
4. Use of force incidents	<ul style="list-style-type: none"> • Use of force by law enforcement personnel that results in the serious injury or death of a subject. • Physical application of an Electronic Control Device (ECD) (e.g., Taser®) to a subject. • Any police canine deployment where a bite occurs. • Any intentional discharge of a firearm by law enforcement personnel (excluding non-injury discharges during training, recreational shooting activities, and authorized administrative uses such as the dispatch of wildlife or nuisance animals). • Any unintentional discharge of a firearm by law enforcement personnel (excluding non-injury discharges during training).

5. Significant law enforcement events	When deploying specially trained teams to augment normal Service law enforcement and security capabilities.
6. Significant search and rescue incidents	When they occur on lands under the jurisdiction of the Service.
7. Aircraft	When they occur on lands under the jurisdiction of the Service or accidents involving aircraft owned, operated, or under the operational control of the Service (regardless of who owns the land). Also must report these incidents in accordance with 330 FW 5, Aircraft Mishap Notification, Investigation, and Reporting.
8. Political incidents	When they involve political officials of Federal, State, or foreign governments or their immediate families and occur on lands under the jurisdiction of the Service.
9. Natural or human-caused disasters	When they occur on lands under the jurisdiction of the Service and cause significant damage. This includes hazardous material spills. The threshold of property damage must be in accordance with 446 DM 17.
10. Loss of Service firearms, ECDs or law enforcement badges and credentials	Any loss of firearms, ECDs, or law enforcement badges and credentials.
11. Property damage of more than \$100,000	When it occurs on lands under the jurisdiction of the Service.
12. Incidents that could result in significant media interest	When they occur on or are adjacent to lands under the jurisdiction of the Service.

B. Serious Incidents Affecting Homeland Security: Table 1-3 summarizes the types of incidents that may affect homeland security that you must report immediately.

Table 1-3: Other Serious Incidents Related to Homeland Security to Report

Type of Incident	Description
1. Critical Infrastructure Protection	Information regarding vulnerabilities, surveillance, physical targeting, or cyber targeting of: <ul style="list-style-type: none"> • Major national monuments and icons, • Key resources, such as major dams or major oil/natural gas production and transmission infrastructure, and • Major public or private events taking place on Service lands.
2. Land and Maritime Borders (see Table 1-4 for Southwest Border incidents)	Information regarding illegal cross-border activity (routes, methods, conveyances, and organizations) that impacts Service lands: <ul style="list-style-type: none"> • Human smuggling, • Drug smuggling, and • Smuggling weapons or other dangerous articles.
3. Terrorism	Information regarding terrorist(s); activists with terrorist intent; insurgent; or criminal element plans, intentions, activities, capabilities, or threats to attack any Service critical infrastructure or key resource, Service facility, or personnel, such as: <ul style="list-style-type: none"> • Indications of illegal entry into the United States by terrorists, • Suspicious activities that may indicate pre-operational planning or targeting of Service infrastructure, resources, facilities, or personnel, • Suspicious transportation conveyances operating in proximity to Service infrastructure or resources, • Receiving direct or implied threats (e.g., phone calls, emails, etc.) to infrastructure or resources, and • Information about the operations and tactics that terrorists may use to target

	infrastructure, resources, facilities, or personnel.
--	--

C. Serious Incidents on the Southwest Border: Except for the incidents listed in Table 1-4 below, when one of the incidents from Tables 1-2 and 1-3 occurs on the Southwest Border, you must report it immediately.

Table 1-4 summarizes the types of incidents you have 3 business days to report if they occur on a station within 100 miles of the United States' Southwest International Border. For these incidents only, you must submit a written incident report within 3 business days of the incident (see section 1.8B).

Table 1-4: Southwest Border Incident Reporting (3-day reporting requirement)

Type of Incident	Description
1. Illegal cross-border activities	Information regarding illegal cross-border activity that crosses or impacts Service lands such as: <ul style="list-style-type: none"> • Human smuggling, • Vehicle pursuits, • Firearms or weapons discharged or seized, • Abandoned vehicles, and • Other unusual activity or significant damage to natural resources.
2. Assaults	• Assaults on law enforcement officers (including officers from other agencies), employees, or visitors.
3. Threats	• Threats to law enforcement officers, employees, or visitors.
4. Drug Seizures or Arrests	When the value or amount exceeds a personal use standard. <ul style="list-style-type: none"> • Identify type, quantity, and value of the drugs. • Identify the quantity or value of cash, vehicles, firearms, or property related to the incident. • Identify citizenship of the arrestee(s). • Identify if it was a violent incident or if any threats occurred. • Include seizures and arrests conducted by other agencies, if available.
5. Border Fence Breaches	Also report pedestrian or vehicle barrier breaches.
6. Undocumented Alien Apprehensions	<ul style="list-style-type: none"> • Report apprehensions other agencies conduct on Service land, if available. • Report deceased, undocumented aliens.

1.8 How do you report serious incidents?

A. Immediate Telephone Reports. Serious incidents described in Tables 1-2 and 1-3 must be reported by telephone to the Service Duty Officer within 1 hour of the incident, or as soon as possible after the incident, regardless of the day of the week or time of the day.

(1) Call the National Serious Incident Reporting Line at **1- 888-519-3606**.

(Note: Office of Law Enforcement employees must report serious incidents to the Washington Office Duty Special Agent at 1-800-409-3656. The Washington Office Duty Special Agent will immediately contact the Service Duty Officer.)

(2) Leave a brief voice message describing the incident. Give your name and a telephone number where the Service Duty Officer can return the call.

(3) The Service Duty Officer will return the call within 20 minutes to obtain the incident details. The Duty Officer will also give you contact information for sending in the written incident report.

B. Written Reports. Within 48 hours of the incident, a written incident report must be sent to the Service Duty Officer.

(1) If the incident is a law enforcement matter, a Service law enforcement officer or other appropriate local law enforcement officer may write the report. For incidents involving drug seizures (see Table 1-2(3) and Table 1-4(4)), the person writing the report must also complete the Department's Drug Enforcement and Seizure Report and send it to the Service Duty Officer.

(2) If the incident is NOT a law enforcement matter, any Service employee may write the report using FWS Form 3-2038, Incident Report.

(3) Table 1-5 is a checklist of the information that must be in a written report.

Table 1-5: Serious Incident Written Report Requirements

Checklist	Description
	• Subject
	• Time and date of incident
	• Location of incident
	• Names of people involved (victim, witnesses, suspects)
	• Details of incident
	• Details of incident
	• Status of the incident
	• Other agencies involved/notified
	• Point of contact for additional information
	• Time and date of the telephone report

C. Updates to Initial Reports. Provide a written update to the Service Duty Officer as new or additional information becomes available.

1.9 To whom does the Service Duty Officer report incidents?

A. The Service Duty Officer notifies (using phone, fax, or email) the Service Director or other Service officials, as appropriate. Notification depends on the nature of the incident.

B. The Service Duty Officer also notifies the Department's IOC, by calling 1-877-246-1373, or by emailing DOI_Watch_Office@ios.doi.gov.

C. As soon as the Service Duty Officer receives an Incident Report documenting the incident, the officer submits it to the IOC.

/sgd/ Gary Frazer ACTING DEPUTY DIRECTOR

Date: October 14, 2010

10/14/10 PLANNING AND MANAGEMENT

Supersedes 054 FW 1, FWM 330, 08/07/98; Director's Memorandum on Significant Incident Reporting, 5/13/05; and Chief, Office of Law Enforcement Memorandum on Procedures for Reporting a Serious Incident, 2/14/03

Appendix D – Serious Accident Investigation Team (SAIT) Information and Service Policy – 240 FW 7

SAIT Information

Except in the case of a wildland fire-related accident or fatality, the **Assistant Director-Business Management and Operations** will appoint (within 24 hours) a Serious Accident Investigation Team or a trained investigator to perform a serious accident investigation. The investigator(s) should be on the scene within 48 hours.

For wildland and prescribed fire-related serious accidents, the **Chief, Fire Management Branch**, National Wildlife Refuge System, is delegated the authority to appoint the members of the Serious Accident Investigation Team or a trained investigator.

In either case a SAIT Liaison should be assigned by the manager to the incident.

SAIT Liaison

The assigned SAIT Liaison should have been pre-identified by the manager and be familiar with 240 FW 7 and the Interagency Serious Accident Investigation Guide. This person serves as the Liaison between the SAIT and the manager.

Chief, Fire Management Branch

The Chief, Fire Management Branch will:

- Notify the Service Safety Manager.
- Immediately appoint, authorize, and deploy a SAIT and lead(s).
- Provide resources and procedures adequate to meet the team's needs.
- Receive the factual and management evaluation reports and recommend accepting or rejecting recommendations.
- Forward investigation findings, recommendations, and corrective action plan to the Assistant Director – Business Management and Operations (the Headquarters Safety Office is the “office of record” for reports).
- Convene an accident review board/board of review (if deemed necessary) to evaluate the adequacy of the factual and management reports and suggest corrective actions.
- Ensure Serious Accident Investigations (SAIs) remain independent of other investigations.

Service Policy:

[240 FWS 7](#) - ***Accident Investigation and Reporting***

OVERVIEW

7.1 What is the purpose of this chapter? This chapter describes the U.S. Fish and Wildlife Service's (Service) policies and procedures for investigating and reporting accidents and incidents (employees should read it in conjunction with [054 FW 1](#), Serious Incident Notification Procedures).

7.2 What is the scope of this chapter?

A. This chapter applies when one of the following situations occurs due to operations that we conduct:

- (1) Whenever anyone is injured, becomes ill, or dies;
- (2) When property is damaged as a result of an accident; and
- (3) Whenever an incident or near miss occurs that had the potential for serious injuries or significant property damage.

B. This chapter does not apply to aviation-related accidents. If an aviation-related accident occurs, report it in accordance with the Region's Aviation Plan or the field station's Aviation Mishap Response Plan. See [Part 330](#) for aviation-related accident reporting requirements.

7.3 What are the authorities for this chapter?

A. The authorities for this chapter are:

- (1) Occupational Safety and Health Act, Federal Agency Safety Programs and Responsibilities ([Public Law 91-596 Sec.19](#)).
- (2) [Executive Order 12196](#), Occupational Safety and Health Programs for Federal Employees.
- (3) [Executive Order 12564](#), Drug-Free Federal Workplace.
- (4) Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters ([29 CFR 1960](#)).
- (5) Recording and Reporting Occupational Injuries and Illnesses ([29 CFR 1904](#)).
- (6) Reporting Marine Casualties ([46 U.S.C. Chapter 61](#)).
- (7) [485 DM 7](#), Incident/Accident Reporting/Serious Accident Investigation.

B. Table 7-1 provides links to other relevant Service Manual chapters that include information about responding to and reporting accidents.

Table 7-1: Other Relevant Service Manual Chapters	
Citation	Title
054 FW 1	Serious Incident Notification Procedures
090 FW 2	Emergency Management
320 FW 8	Motor Vehicle Accident Reporting
330 FW 5	Aviation Safety and Mishap Prevention and Reporting
432 FW 1	Physical Security in Service Facilities
442 FW 6	Management of Officer-Involved Critical Incidents

7.4 What terms do you need to know to understand this chapter?

A. **Accident.** The accidents we discuss in this chapter are those unplanned or unsought events that

result in human injury, illness, or death to the people described in [29 CFR 1904.31](#) or in property damage.

(1) A **serious accident** involves:

(a) A death,

(b) Three or more people hospitalized overnight,

(c) \$250,000 or more in property loss, or

(d) An accident that the Assistant Director – Business Management and Operations believes warrants more investigation. We use the *Interagency Serious Accident Investigation Guide* to investigate serious accidents.

(2) **Non-serious accidents** are all other accidents not meeting the definition in [7.4A\(1\)](#) above.

B. Incident. We use ‘incident’ in this chapter to describe an unplanned event that could have resulted in an accident, but did not. An incident is typically referred to as a “near miss,” and it is critical that we investigate them to determine contributing factors and record them in the Department of the Interior’s (Department) [Safety Management Information System \(SMIS\)](#). We must also account for them in preventive measures to ensure that an incident doesn’t turn into an accident with more severe consequences.

C. Shelter deployment. Shelter deployment is when someone removes a fire shelter from its case and uses it as protection against fire. A fire shelter may be deployed during a serious wildland fire accident, a non-serious wildland fire accident, or a near miss.

D. Entrapment. Entrapment is when someone is unexpectedly caught in a fire-related, life-threatening situation where planned escape routes or safety zones do not exist, are inadequate, or are compromised. Entrapment may involve deployment of a fire shelter and may result in a serious wildland fire accident, a non-serious wildland fire accident, or a near miss (see [section 7.13A](#) for more information).

7.5 What are Service employees’ responsibilities for accident investigations and reports?

Table 7-2: Responsibilities for Accident Investigations and Reports	
These employees....	Are responsible for...
A. The Director	Approving or declining to approve policy for accident investigations and reports.
B. The Assistant Director – Business Management and Operations [serving as our Designated Agency Safety and Health Official (DASHO)]	<p>(1) Ensuring that we conduct serious accident investigations in accordance with 485 DM 7 and the <i>Interagency Serious Accident Investigation Guide</i>;</p> <p>(2) Ensuring that the Director, the Department’s DASHO, and the Office of Occupational Safety and Health (OSH) are notified of serious accidents in a timely manner;</p> <p>(3) Appointing serious accident investigation teams or trained investigators;</p> <p>(4) Funding support for travel and expenses associated with serious accident investigations; and</p> <p>(5) Convening an accident review board, if necessary.</p>

<p>C. Regional Directors</p>	<p>(1) Ensuring we have national level expertise in serious accident investigations by sending an adequate number of employees to the Interagency Serious Accident Investigation Training;</p> <p>(2) Providing administrative or logistical support to serious accident investigation teams and trained investigators when requested;</p> <p>(3) Ensuring the impacted program provides administrative, financial, and logistical support to any non-serious accident investigations that are necessary;</p> <p>(4) Ensuring that staff develop a corrective action plan that addresses the serious accident investigation team's or trained investigator's recommendations in their Regions; and</p> <p>(5) Ensuring that employees complete any corrective action plan requirements associated with serious accident investigations and share any lessons learned within their Regions, as appropriate.</p>
<p>D. The Chief, Division of Safety and Health</p>	<p>(1) Periodically reviewing the Department's SMIS reports to analyze relevant statistical information and using this information to determine relevant accident trends;</p> <p>(2) Notifying the Assistant Director - Business Management and Operations (AD-BMO) when a serious accident occurs;</p> <p>(3) Recommending to the AD-BMO when to appoint a serious accident investigation team or a trained investigator to conduct an investigation;</p> <p>(4) Serving as the liaison between the Service and the Department to ensure that we provide and disseminate information, reports, and corrective action plans as required in 485 DM 7;</p> <p>(5) Considering and approving or disapproving requests for extensions of the due date of the Factual and Management Reports from the serious accident investigation team's leader or trained investigator, reviewing those reports, and sending them to the AD-BMO;</p> <p>(6) Validating that the investigation team or trained investigator reports provide a complete account of the accident, that the facts support the causes identified, and that the recommendations for corrective action are realistic and attainable; and</p> <p>(7) Preparing and disseminating summaries of serious accident investigation findings as lessons learned.</p>
<p>E. Regional Safety Managers</p>	<p>(1) Ensuring a member of their safety staff completes the Interagency Serious Accident Investigation Training course and serves as a trained investigator, chief investigator, accident investigation advisor, or technical advisor, if requested;</p> <p>(2) Ensuring that within 7 calendar days of an SMIS report entry, Regional personnel review and edit them, if necessary, and then processing the reports into "Permanent Record" status in SMIS;</p>

	<p>(3) At their discretion, conducting investigations of non-serious accidents and incidents, or assigning a trained investigator to conduct the investigation and call in subject matter experts; and</p> <p>(4) Recommending focused safety training events, e.g., safety stand-down operations, as necessary.</p>
F. Project Leaders/Supervisors	<p>(1) Notifying line management and the Regional Safety Office about serious accidents;</p> <p>(2) Ensuring that all accidents and incidents are reported as required in SMIS;</p> <p>(3) Ensuring that staff report the types of incidents listed in 054 FW 1 to the Staff Duty Officer by calling the National Serious Incident Reporting line at 1-888-519-3606;</p> <p>(4) Ensuring that employees report fire shelter deployments or fire entrapments (other than for training purposes) to the Fire Operations Program Chief, National Fire Management Branch; and</p> <p>(5) Serving as a liaison or support person to members of serious accident investigation teams or trained investigators who are conducting investigations at their duty stations</p>

BACKGROUND INFORMATION

7.6 Why does the Service investigate and report accidents and incidents? We investigate and report accidents and incidents to determine the facts and causes and develop corrective measures to prevent recurrences. The Occupational Safety and Health Administration (OSHA) and the Department also mandate that we investigate and report accidents and incidents. Employees and supervisors submit and complete accident reports electronically using [SMIS](#), usually as part of the Department's workers' compensation claims filing process. This central collection of information allows Washington Office safety personnel and Regional Safety Officers to analyze accidents and incidents and identify why they happened.

7.7 What are the reporting requirements?

A. What the employee does: Employees must immediately report to their supervisor every job-related accident and all incidents that had the potential to be serious accidents. Accidents may include:

- (1) An occupational injury, illness, or death;
- (2) An injury or death to a member of the public;
- (3) Property damage related to Service operations, including:
 - (a) Private property damage;
 - (b) Property damage or injury resulting from the operation of General Service Administration (GSA) leased, privately owned, Service owned, or commercially leased/rented vehicles or motorized equipment; and

(c) Other property under Service control that is damaged by accident, whether or not it is to be repaired or replaced, and regardless of who caused the damage.

(4) Shelter deployments and entrapments that are the result of wildfire or prescribed fire-related operations. The Chief, National Fire Management Branch determines what type of team will investigate fire entrapments and fire shelter deployments and any other wildland fire accident or incident (see [section 7.13A](#)).

B. What the supervisor does:

(1) For **serious accidents**, the supervisor must:

(a) As soon as possible, notify line management and the Regional Safety Office. This initial notification should include the following information:

(i) Facility name,

(ii) Location of the accident,

(iii) Date/time of the accident,

(iv) Number of fatalities or people hospitalized,

(v) Local contact person and phone number, and

(vi) Brief description of the accident.

(b) Enter the accident in SMIS as soon as possible, but within 6 calendar days.

(2) For **non-serious accidents or incidents**:

(a) The supervisor must investigate and report the accident or incident electronically in SMIS as soon as possible but within 6 calendar days. The SMIS is the official Departmental method for reporting accidents and incidents.

(b) The field station's Collateral Duty Safety Officer or Safety Committee may assist in the investigation to ensure that all relevant factors are identified and corrective actions are implemented.

(3) If the accident/incident meets the reporting requirements in **054 FW 1**, either call the National Serious Incident Reporting line at 1-888-519-3606 or make sure someone else does.

C. What the Regional Safety Office does:

(1) For **serious accidents**, the Regional Safety Office notifies:

(a) The Division of Safety and Health, who notifies the AD-BMO;

(b) The Fire Operations, National Fire Management Branch if it's wildland fire-related;

(c) The appropriate OSHA Area Office by calling 1-800-321-OSHA (6742) within 8 hours if the accident involves the death of an employee or the in-patient hospitalization of three or more employees as a result of a work-related accident; and

(2) For **non-serious accidents or incidents**:

(a) The Regional Safety Manager may conduct an investigation of any accident or incident within

his/her Region.

(b) Managers in the chain-of-command above the immediate supervisor may request a more thorough investigation be conducted at either the unit/station level or through the Regional Safety Manager. All costs associated with investigations conducted under this section are the responsibility of the Region where the accident occurred. Accident investigations and written reports other than those documented in SMIS should be conducted in accordance with the *Interagency Serious Accident Investigation Guide*.

D. When on travel:

(1) Some larger Service facilities, like the National Conservation Training Center, have procedures in place that require someone locally (such as an instructor) to fulfill the supervisor's investigation and reporting responsibilities while employees are at the facility on travel status. In these cases, follow the facility's procedures. Employees need to ensure their regular supervisor is also informed of the accident or incident and made aware of investigation and reporting actions taken by facility personnel.

(2) For all other accidents and incidents while in a travel status, follow the routine investigation and reporting requirements.

E. Reporting insect bites: We do not categorize insect bites as an accident or injury unless there is a reaction to the bite, or the employee seeks medical treatment.

(1) Some Regional Safety Offices have established a process for the supervisor to document reported insect bites, but the supervisors do not enter them into SMIS unless symptoms develop or medical treatment is obtained.

(2) In the absence of a Regional procedure, supervisors may enter insect bites into SMIS as a minor accident with no injury.

IMMEDIATELY AFTER AN ACCIDENT

7.8 What do employees do immediately when there is a serious accident?

A. Without delay, obtain emergency aid for the injured and protect others from injury and property from unnecessary damage.

B. Notify line management and the Regional Safety Office as soon as possible. Provide the following information:

(1) Facility name,

(2) Location of the accident,

(3) Date/time of the accident,

(4) Number of fatalities or people hospitalized,

(5) Local contact person and phone number, and

(6) A brief description of the accident.

C. After the initial emergency response is complete, the manager in charge of the area where the accident occurred must call the National Serious Incident Reporting line at 1-888-519-3606 or make

sure someone else does, and prepare for the arrival of the serious accident investigation team or trained investigator by:

- (1) Ensuring the accident site is secured and remains secure. If necessary, barricade or isolate the scene with ropes, barrier tape, cones, guards, etc., to warn people and restrict access to the area.
- (2) Ensuring that evidence is preserved. Record the location of evidence at the accident site with videotape, photos, or sketches. Do not disturb, collect, or remove evidence from the accident scene unless it is the only way to preserve it.
- (3) Identifying witnesses and recording their contact information. Identify those who witnessed the event and anyone else who was in the accident area. Ask them to write down what they recall about the accident.
- (4) Responding to requests for information from the Division of Safety and Health and preparing the 24-Hour Initial Report in accordance with the *Interagency Serious Accident Investigation Guide*.

7.9 Who notifies the accident victim's family?

A. For employees and volunteers who are killed or seriously injured while performing duties for the Service, whenever practical, we should notify the family in-person.

- (1) We prefer that at least two Service representatives notify them. This team should consist of one member of the deceased employee's discipline and a member of the management staff, at least one of whom should be in Service uniform.
- (2) If the victim had identified someone to do this (e.g., through an emergency contact form), we must follow those wishes whenever possible.
- (3) It may be necessary for local law enforcement officers to notify the family initially, but they should do this in coordination with Service representatives.
- (4) If the family reside outside the local area, the supervisor should contact a law enforcement agency representative and a local Service representative to coordinate the death/injury notification.
- (5) Service employee(s) who were close to the victim may also participate, with supervisory approval.
- (6) Managers should direct other employees not to reveal any information outside appropriate Service channels concerning the victim until they are advised otherwise.
- (7) Critical incident stress management personnel may be available or standing by to respond. The family should be advised about the availability of the free Employee Assistance Program for confidential counseling.

B. When an employee or volunteer dies, the servicing Human Resources/Capital Office prepares a letter for the signature of the Secretary of the Interior. The servicing Human Resources/Capital Office sends a draft to the Washington Office Division of Human Capital, and that office sends it through management channels to the Secretary for signature.

C. When the person who dies or is injured is not an employee or a volunteer, the investigating law enforcement authority having jurisdiction contacts the victim's family.

7.10 What if an employee is injured and wants to file a workers' compensation claim?

A. Employees are entitled to payment of medical bills and reimbursement of lost wages associated

with a work-related injury or illness. Filing for these benefits is optional and the choice of the injured/ill employee. Should the employee choose to file, the U.S. Department of Labor Office of Workers Compensation Program (OWCP) approves the claim if the employee provides sufficient evidence substantiating the injury or illness as job-related.

B. To initiate a claim, the employee must log on to [SMIS](#), click on “Accident Reporting and Compensation Claims,” and complete the employee’s module of the electronic Form CA-1 as soon as possible. SMIS automatically notifies the employee’s supervisor by electronic mail that the employee’s module is complete. The supervisor must complete the supervisor’s module as soon as possible.

C. If the employee developed an illness due to recurring workplace exposures, the employee logs on to SMIS, clicks on “Accident Reporting and Compensation Claims,” and completes Form CA-2 for Occupational Disease. The employee and supervisor complete their modules as soon as possible.

D. The supervisor should print and provide the employee copies of the CA-1 or CA-2 and Receipt of Notice of Injury upon completion of the supervisor’s module in SMIS.

E. Employees must send medical evidence that they sustained a work-related injury to the Regional Injury Compensation Specialist (usually in the Human Resources/Capital Office or the Safety Office) within 10 calendar days from the date of the injury.

F. The employee or the supervisor must also send the Regional Injury Compensation Specialist the signed, hard copy original CA-1 or CA-2 for recordkeeping purposes.

G. The supervisor must also complete the “Supplemental Accident Report” in SMIS as soon as possible after completing the CA-1 and CA-2.

INVESTIGATING THE ACCIDENT

7.11 What are the investigation requirements for serious accidents?

A. Appointing members to a serious accident investigation team: Within 24 hours of notification of a serious accident, the AD-BMO appoints a serious accident investigation team or a trained investigator to perform the investigation. The investigator(s) should be on the scene within 48 hours.

B. Composition of the serious accident investigation team: The team must have at least three members whose expertise will depend on the type of accident to be investigated. Each member must be from a Region other than the one where the accident happened, and they must not have functional responsibility for the activity or people involved. Team members should have completed the Interagency Serious Accident Investigation Training course within the past 5 years. The team consists of the following:

(1) Team leader: The team leader is normally a line officer or higher-level agency official, GS-14 or above. The AD-BMO selects leaders based on the severity of the accident and the level of management representation needed. The team leader should be of equivalent or higher grade than the manager of the organizational unit where the accident happened.

(2) Chief investigator: The chief investigator is responsible for managing the technical investigation activities and should be a fully qualified Safety and Health Specialist. Chief investigators should have served as an accident investigation advisor on a serious accident investigation team or have other accident investigation experience.

(3) Accident investigation advisor: The accident investigation advisor is a safety and occupational

health professional responsible for advising the team on safety issues pertinent to the investigation. The advisor should be a qualified Safety and Health Specialist who has completed, at a minimum, a basic accident investigation course (e.g., National Safety Council or OSHA accident investigation course) and the Interagency Serious Accident Investigation course.

(4) Technical specialists: Technical specialists may be requested by the AD-BMO; the Chief, National Fire Management Branch; the team leader; or the chief investigator to assist the team with technical details or skills needed for the investigation.

C. How the investigation runs:

(1) At the first meeting of the team, the team leader briefs the members on the following:

(a) The delegation of authority memorandum from the AD-BMO that establishes the team and explains that the reason for the investigation is for accident prevention purposes only.

(b) Background and known preliminary details of the accident, including the status of the accident scene (security, existing hazards, personal protective equipment required, etc.).

(2) The team investigates and completes reports according to the requirements in the *Interagency Serious Accident Investigation Guide*.

(3) The team (and other Service officials) use the information gathered during a serious accident investigation to determine the accident's causes and do not use the information for punitive action.

7.12 What are the investigation requirements for non-serious accidents?

A. The supervisor must investigate the accident and report the findings in [SMIS](#).

B. The field station's Collateral Duty Safety Officer or Safety Committee may assist in the investigation to ensure that they identify all relevant factors.

C. The following officials may also choose to investigate the accident:

(1) The Regional Safety Manager may conduct an investigation of any non-serious accident or incident occurring within the Region.

(2) Managers in the chain-of-command above the immediate supervisor may request a more thorough investigation be conducted at either the unit/station level or through the Regional Safety Manager.

D. All accident investigations and written reports that are conducted beyond the basic SMIS report must follow the requirements in the *Interagency Serious Accident Investigation Guide*.

E. Costs associated with investigations of non-serious accidents are the responsibility of the Region where the accident happened.

7.13 Are there other requirements for fire-related, motor vehicle, and boating accidents and incidents? Yes.

A. Fire: The *Interagency Serious Accident Investigation Guide*, which is consistent with [485 DM 7](#) Appendix 2, describes the investigation process for wildland fire-related serious accidents. The Chief, National Fire Management Branch, National Wildlife Refuge System:

(1) Has the authority to investigate all wildland fire accidents within the scope of this chapter, and

(2) Must provide a copy of his/her delegation of authority for all wildland fire serious accident investigation teams to the AD-BMO.

B. Motor vehicles: Motor vehicle accidents in Service-owned, leased, rented or otherwise managed vehicles that involve injury or damage must be reported (consistent with Part 320 of the Service Manual). Each Service vehicle must have a DI-135 Accident Packet containing appropriate forms and guidance to follow in case of an accident (see [243 FW 1](#) and [320 FW 8](#)).

(1) The employee or his/her supervisor must complete and submit the forms listed below to their Regional Property Manager. (These reports are in addition to the SMIS report.)

(a) The motor vehicle operator must complete a Motor Vehicle Accident Report, [Standard Form \(SF\)-91](#).

(b) Passengers and any other involved individuals must complete a Statement of Witness form, [SF-94](#), if applicable.

(c) The motor vehicle operator must complete a [Board of Survey form, DI-103](#), describing damage to the vehicle and any other Service property.

(2) If the vehicle is GSA property, the supervisor must notify the GSA Fleet Manager and provide him/her with applicable required reports.

(3) If the vehicle is a rental car owned by a car rental agency, the motor vehicle operator must notify the car rental agency and complete any required reports in addition to completing a property damage accident report in [SMIS](#).

(4) The motor vehicle operator must comply with all State and local reporting requirements.

(5) Employees must not make statements about who is responsible for the accident, except to their supervisor or to a Government investigating officer. Making statements to others could result in the Service being wrongly incriminated.

C. Boating:

(1) An SMIS report is required for all boating accidents or incidents that are the result of Service operations.

(2) The Regional Safety Office must ensure the Regional Watercraft Safety Coordinator is informed of boating accidents. For non-serious accident/incident investigations, the Regional Safety Office and the Project Leader/supervisor must give the Regional Watercraft Safety Coordinator the opportunity to participate in investigations as a technical specialist or review the accident report and provide feedback to the Regional Safety Manager

(3) The Project Leader or supervisor must complete a [U.S. Coast Guard Form 3865](#) whenever an accident involving boats we own or lease occurs in U.S. or territorial waters if it results in:

(a) A person dying,

(b) A person disappearing from the boat under circumstances that indicate death or injury,

(c) A person being injured and requiring medical treatment beyond first aid,

(d) Damage to boats and other property totaling \$2,000 or more, or

(e) The boat is destroyed.

7.14 Is drug testing required after an accident or incident? Supervisors may initiate testing for an employee who has an on-the-job accident or whose unsafe acts pose a danger to other people if the supervisor gets the approval of the Director or his/her designee. Accident or unsafe behavior drug testing can look for any drug.

FOLLOWUP

7.15 What followup is required for serious accident investigations (non-fire)?

A. Within 45 calendar days of the accident, the serious accident investigation team or trained investigator must send the Factual Report and Management Report and any supporting documentation or materials to the Chief, Division of Safety and Health using a traceable method (e.g., overnight express service, certified mail, etc.). The Chief, Division of Safety and Health, reviews the reports to ensure that they are in the appropriate format and sends them to the AD-BMO.

B. For complex investigations and recommendations, the AD-BMO may convene an accident review board, as outlined in the *Interagency Serious Accident Investigation Guide*, to determine if the identified causes are supported by the facts, and if the recommendations related to the identified causes are realistic and attainable. Similar to the serious accident investigation team, the purpose of the board is accident prevention only. The AD-BMO appoints senior level managers from the affected programs and appropriate administrative programs to the board.

C. For less complex investigations, the Chief, Division of Safety and Health reviews the reports and makes recommendations to the AD-BMO.

D. Within 15 working days of receiving the two reports, the AD-BMO or accident review board must review and concur or not concur with the serious accident investigation team's or trained investigator's recommendations. The responsible Regional Director or Assistant Director must provide a corrective action plan to the AD-BMO or accident review board for review. The AD-BMO or the board may add corrective actions that are either Servicewide or Regional in scope.

E. Within 21 working days of receiving the reports, the AD-BMO must send the reports, the AD-BMO's or accident review board's comments on the reports, and the proposed corrective action plan to the Director. The Director may request that the Regional Director or Assistant Director, the serious accident investigation team or trained investigator, the AD-BMO, or the board provide a briefing.

F. The Director reviews the reports and proposed corrective action plan and sends the following to the Department's DASHO:

(1) The reports,

(2) A statement of concurrence or non-concurrence with the serious accident investigation team's or trained investigator's opinions and recommendations,

(3) The final corrective action plan, and

(4) As an option, suggestions for Departmental or other agency actions.

G. The people who are assigned responsibility for corrective action plan items must provide the AD-BMO a status report at least every 90 days until the appropriate corrective actions are implemented. The AD-BMO must report this to the Department.

H. Once all corrective actions have been accomplished, the AD-BMO must notify the Department's DASHO. At this point the case is closed.

I. You can find more information on the followup actions required for serious accident investigations in the *Interagency Serious Accident Investigation Guide*.

Appendix E – Service Notification Log

√	FWS LINE OF DUTY DEATH	Contact Info	Policy
<input type="checkbox"/>	Decedent's Supervisor notifies: -Line Management (next level supervisor)		240 FW 7
<input type="checkbox"/>	Manager notifies: -Service Duty Officer (who will notify appropriate Senior management and DOI) -Refuge Supervisor -Regional Safety Manager -Local Law Enforcement -Regional HRO -Regional Injury Compensation Specialist (RICS) -Family (If Fire) FMO (If Aviation) Regional Aviation Manager (RAM) DOI Aviation Mgmt. Safety Office (If Refuge Law Enforcement) Zone Officer	888-519-3606 1-888-464-7427 (4MISHAP)	054 FW 1 240 FW 7 330 FW 5 442 FW 6
<input type="checkbox"/>	Refuge Supervisor notifies: Assistant Regional Director (ARD)		
<input type="checkbox"/>	ARD notifies: Regional Director (RD) /Assistant Director (AD) (If Refuge Law Enforcement) AD – NWRS Professional Responsibility Unit (PRU) Dept. of Justice (DOJ) if appropriate Regional Human Resources Officer (HRO)		442 FW 6
<input type="checkbox"/>	RD / AD notifies: Director if not done already. External Affairs (for press releases)		
<input type="checkbox"/>	Regional Safety Office notifies: Chief, Division of Safety and Health (DSH) OSHA	703-358-2255 800-321-6742	240 FW 7 240 FW 7
<input type="checkbox"/>	DSH notifies: AD-Business Management and Operations (BMO) DOI Office of Safety and Health (OSH)		240 FW 7
<input type="checkbox"/>	AD-BMO notifies: Director DOI Designated Agency Safety and Health Official (DASHO)		240 FW 7
<input type="checkbox"/>	Fire Management Officer (FMO) notifies: Regional Fire Management Coordinator (RFMC) Fire Safety Specialist, Fire Management Branch	208-387-5831	

<input type="checkbox"/>	RFMC notifies: Chief, Fire Management Branch Service Fire Safety Specialist	208-387-5976 208-387-5831	
<input type="checkbox"/>	Service Fire Safety Specialist notifies: National Interagency Coordination Center within 24 hours - use NWCG Form PMS 405-1 (Appendix L) found at: http://www.nwccg.gov/pms/forms_otr/forms_otr.htm	208-387-5400	
<input type="checkbox"/>	NBC Aviation Management notifies: National Transportation Safety board (NTSB)		
<input type="checkbox"/>	Regional HR Specialist notifies: Headquarters Division of Human Resources Office of Personnel Management (OPM) if needed		
<input type="checkbox"/>	Regional Injury Compensation Specialist notifies: Office of Workers' Compensation Program (OWCP)		

Appendix F - Manager's LODD Key Contact List

Organization	Contact name	Contact Information
Pre-Identified Local Personnel to function in a LODD Incident:		
Human Resources (HR)		
Regional Safety Manager		
External Affairs Officer (EAO)		
Potential Family Liaison		
Potential Family Liaison		
Finance Officer		
CISM Coordinator		
SAIT Liaison		
Other Potential Resources		
Dispatch Center Manager		
Service Duty Officer		1-888-519-3606
OSHA Office		1-800-321-6742 (OSHA)
Local Police (non-emergency #)		
Sheriff		
Coroner/ Morgue		
Hospital(s)/Clinic(s) Hours of Operations Transport Services	1. 2.	
Burn Center Hours of Operations Transport Services		
Trauma Units Hours of Operations Transport Services		
Chief to Chief Network (NFFF) www.firehero.org		
Wildland Firefighter Foundation www.wffoundation.org		208-336-2996
Religious Leaders		
CISM Coordinator		
Local CISM Resources		
Employee Assistance Program (EAP) www.FOH4YOU.com		1-800-222-0364 1-888-262-7848 (TTY)
Off. Inspector General (OIG)		
Regional Work		

Appendix G – Template Delegation of Authority for IMT (For Fire only)

Delegation of Authority
for
Management of the <NAME> Incident
Line of Duty Death (LODD) Support Mission

DELETE THIS PARAGRAPH: The manager must decide the scope of the IMT’s involvement in the LODD incident. Is the IMT going to manage the overall incident (fire, hurricane, etc.) on which the LODD occurred? Or are they going to manage the LODD response and support mission for family and coworkers? Or both? The following template DOA can serve as a guide, but must be edited specific to the incident.

To: <NAME>, Incident Commander
From: <NAME>, Fish and Wildlife Service Manager
(If interagency then add other Agency Administrators)

Effective <TIME> hours on <DATE> you are delegated authority for the management of the <NAME> Incident LODD Support Mission on the <list unit(s)/Refuge>. This delegation carries with it the full responsibility for management of the resources, costs, and the management actions directly associated with this incident and subsequent management of the LODD Support Mission. You will also be responsible to carry out my leader’s intent and meet the expectations we discussed when this delegation was signed.

The attached Manager’s Intent Statement documents the specific objectives and expectations for the management of this incident.

<NAME>, Manager _____
Date

I accept this delegation of authority.

Incident Commander _____
Date

This Incident was returned to local control on _____ at _____ hours.

<NAME>, FWS, Manager Date _____ Time _____

<NAME>, Incident Commander Date _____ Time _____

Incident Objectives and Expectations Statement

For
<NAME> Incident

*****Note: Below this line are example bullets from some past LODD Support incident Delegation of Authority documents. Please delete this paragraph and delete any bullet items that are not applicable. PLEASE READ the remaining part of this document carefully, and make sure it says what you want it to say!*****

OBJECTIVES: All Incident activities must provide for firefighter and public safety. Objectives for the management of this incident are as follows:

- Provide Critical Incident Stress Management (CISM) services to coworkers and surviving families following a LODD.
- Provide a Family Liaison to the immediate surviving family who will:
 - Represent the Service in a sympathetic, caring, and honorable manner.
 - Help coordinate economic, legal, and professional concerns of survivors.
 - Offer post-incident support and follow-up action with the family.
- Provide a support structure for Service personnel, their families, and ancillary communities that may be severely impacted.
- Assist Service personnel involved with the continuation of operations (COOP) during an LODD event and returning to normal duty in a timely manner.
- Facilitate a consistent and coordinated management of critical incidents while meeting Service accident reporting, investigation, and administration requirements.
- Manage the LODD response under the Incident Command System (ICS) at the appropriate level, scaled to match the needs of the event.

EXPECTATIONS

- Due honor and respect will be rendered to the employee(s) who lost their life (lives) on this incident.
- Meet the immediate needs of the surviving family decisively, honestly, and compassionately.
- The local resources will be relieved of the burden of fire (law enforcement) coverage and other responsibilities to encourage maximum participation in the healing process as an organization.
- After the initial response, the local resources plan to reengage and resume full operations to meet the long-term needs they will face during the recovery phases.
- During Action Reviews (Refuge Manager and IC) will be held during planning meetings at the request of the Refuge Manager or IC.
- A reference budget is identified as <\$AMOUNT>. The IMT is expected to work closely with the local Financial Officer <NAME, PHONE> for the authorization and tracking of LODD-related expenditures.

Appendix H – LODD Next of Kin Notification Process

The impacts associated with notifying next of kin about a death will have long-lasting effects on the survivors and should be done with the utmost professionalism, sensitivity and expediency. Upon becoming aware of the employee's death, notification of the next of kin or other designated person should be the first priority. Prompt notification of survivors can be challenging due to mobile media devices that can circumvent the notification process. Every effort should be made to notify the survivors as quickly as possible.

Notification to family members must never be delayed pending coworker notification. Efforts should be made to notify local Service personnel in the employee's current (and previous) work station, if applicable, before releasing it to the media.

The name of an employee killed in the line of duty should not be released to the media prior to the notification of the immediate family.

Service Policy:

240 FW 7 Section 7.9 Who notifies the accident victim's family?

A. For employees and volunteers who are killed or seriously injured while performing duties for the Service, whenever practical, we should notify the family in-person.

(1) We prefer that at least two Service representatives notify them. This team should consist of one member of the deceased employee's discipline and a member of the management staff, at least one of whom should be in Service uniform.

(2) If the victim had identified someone to do this (e.g., through an emergency contact form), we must follow those wishes whenever possible.

(3) It may be necessary for local law enforcement officers to notify the family initially, but they should do this in coordination with Service representatives.

(4) If the family reside outside the local area, the supervisor should contact a law enforcement agency representative and a local Service representative to coordinate the death/injury notification.

(5) Service employee(s) who were close to the victim may also participate, with supervisory approval.

(6) Managers should direct other employees not to reveal any information outside appropriate Service channels concerning the victim until they are advised otherwise.

(7) Critical Incident Stress Management personnel may be available or standing by to respond. The family should be advised about the availability of the free Employee Assistance Program for confidential counseling.

B. When an employee or volunteer dies, the servicing Human Resources/Capital Office prepares a letter for the signature of the Secretary of the Interior. The servicing Human Resources/Capital Office sends a draft to the Washington Office Division of Human Capital, and that office sends it through management channels to the Secretary for signature.

C. When the person who dies or is injured is not an employee or a volunteer, the investigating law enforcement authority having jurisdiction contacts the victim's family.

.....



Death of an Employee in Travel Status and Reimbursement of Travel Costs

The Service wants to ensure that notification of next of kin and reimbursement of travel costs are handled in a timely manner and without placing any additional burden on the deceased employee's family.

This handout provides an overview of what an employee's family or legal representative can expect from the Service if the employee passes away while in travel status.

The Service will pay for:

- All costs associated with the TDY trip.
- Preparing and transporting the remains of the deceased.
- Transportation, lodging, meals, and incidental expenses for up to 2 people to accompany the remains.
- Shipping costs to return baggage and other personal items to the employee's permanent duty station or residence.
- When the employee was working at an official duty station in another country, Hawaii, Alaska, or a territory, transportation costs for returning the employee's family and household goods to the continental United States.

You can expect:

- To be contacted by the employee's supervisor or another co-worker to discuss the arrangements for return of the remains of the deceased.
- To receive reimbursement for the costs listed above through the employee's pre-established electronic fund transfer (the same way that the employee received paychecks).
- To be provided with a point of contact for questions on reimbursement, transportation, relocation, or any other issues resulting from the employee's death.

The Service employee who contacts you will be able to answer questions about the process, or provide you with the appropriate point of contact for additional information.

However, if you wish to read further information about Service policy and the Federal travel regulations governing our process, there are multiple resources available to you.

For further information:

- Service policy: Service Manual Chapter 265 FW 10
- Federal Travel Regulation (FTR) Chapter 303

Considerations Before Notification

(The following are portions adapted from Appendix E of the Agency Administrator's Guide to Critical Incident Management as well as "In Person, In Time" Recommended Procedure for Death Notification, Crime Victim Assistance Division Iowa Department of Justice).

The following information will provide some guidelines for preparing and completing fatality/serious injury notifications. The notification process needs to be done quickly and with the utmost sensitivity when a death or serious injury occurs. As the Service representative, you are expected to be sensitive, courteous, empathetic, and helpful toward the next of kin during the notification. Your presence demonstrates that the Service is genuinely concerned with its personnel and their families.

Each notification is unique to the person and circumstances surrounding the death or serious injury and will garner different reactions. Death notification is acknowledged to be one of the most difficult tasks because learning of the death of a loved one often is the most traumatic event in a person's life. Your alertness to the needs of the family will assist in maintaining a rapport with the next of kin at the time of their greatest need. Your personal action and words in this sensitive task will reflect on the Service's image as well as instill confidence in the Service with the survivors. Management is usually responsible for notifying the family; however, other personnel may be called to assist in this task.

No guide can cover all situations that could arise during a notification. This section is intended to highlight the key duties and responsibilities of the notification team members and ease some of the anxiety often experienced when an individual is called upon to personally notify the family. Since no two situations are ever the same, remember that nothing can substitute for common sense, good judgment, and sensitivity when making death or serious injury notifications.

Selection of the Notification Team

Notification should always be made in-person. Preferably, the notification team should consist of at least two Service representatives. The manager or a line manager designated by Service leadership is the appropriate individual to make the notification. Others to bring along will depend upon the situation, but may include a coworker from the deceased employee's division, close friend of the deceased or injured, a chaplain or other member of the clergy, or a law enforcement officer. At least one employee should be in service uniform (Class A, if possible). CISM personnel can be a part of this team or standing by to respond. If the employee previously had identified someone to do this through the *Confidential LODD Information Form*, those wishes should be followed whenever possible.

Prompt notification of survivors can be a challenging endeavor for managers. Speed of communication due to mobile devices can circumvent the Service's notification process. Every effort should be made to notify the survivors as quickly as possible and with compassion.

It is a good idea to consider taking separate cars in case one person needs to pick up a family member who is not home or perhaps accompany a family member to the hospital.

Preparing for the Notification

Key information will need to be gathered prior to making a fatality/serious injury notification such as:

- The circumstances surrounding the death or injury (be clear what is fact and what is not verified), information on the incident survivors, medical status if the employee is injured, location of the injured/deceased person(s).
- Verify the address of the next of kin.
- Determine ahead of time which person will make the actual notification.
- Before contacting the survivors, take into consideration any serious health conditions, language barriers, cultural barriers, logistical concerns, and whether children will be present. If religious affiliation of family is known, consider having a clergy member present, but do not delay the notification waiting for clergy to arrive.
- If there is knowledge of a medical problem with an immediate survivor, medical personnel should be dispatched to the residence to coincide with the death notification.
- If notification must be made at the next of kin's workplace, ask for a supervisor and a quiet, private room to talk with the next of kin.
- If notification is made at the hospital, the same rules apply. Find a quiet private place for the notification and next of kin's questions and reactions.
- If immediate survivors are out of the area, request personal death notification from the nearest Service office.
- If a Service notification team is not available, the nearest law enforcement agency or fire department should be notified and a request made for an in-person death notification. Frequently, these emergency departments have a chaplain available to assist with these types of notifications. The Service should provide the outside notifying agency with a manager's name and telephone number for the family to call upon notification.
- If someone outside of the Service is notifying the family, the affected refuge should request the Service office nearest the survivors meet personally to provide the Service's condolences.
- If an employee is injured to the extent that death is a possibility, the above notification procedures should be considered. Every effort should be made to assist the survivors with access to the employee prior to his/her death.
- Other employees should be directed not to reveal any information outside appropriate Service channels concerning the deceased employee until they are advised otherwise. It would be inappropriate for the next of kin to first learn of the death through the media or unofficial notification.

Determining Primary Next of Kin

Refer to the *Confidential LODD Information Form* ([Appendix B](#)) that should have been completed by the employee. If not available, determine the primary next of kin. The following order is usually the order to use in notifying the primary next of kin.

- Spouse
- Parents

- Adult children
- Brothers and sisters, to include step-siblings and those acquainted through adoption
- Grandparents
- People granted legal custody of the individual by a court decree or statutory provision
- Other relatives in order of relationship to the individual according to civil laws
- If no one else is available, the county coroner or medical examiner will provide information on who can officially act on the behalf of the deceased.

The most important issue here is to make absolutely sure that the correct people are notified.

REMEMBER: Family relationships can be very complicated. Fiancés and significant others, whether or not they live with the injured or deceased person, are not legal next of kin. If you are aware of such an individual, ask the primary next of kin if they want to call/visit the significant other.

Inability to Locate the Primary Next of Kin

If the next of kin is not home, contact neighbors, the police department, or local postmaster for information on the next of kin's location (work, out of town, etc.). Take care not to disclose (other than a family-related emergency) the purpose of your contact except to the next of kin. If the next of kin's absence is temporary, you may await their return or go in search of them as appropriate. If the next of kin is out of town and not expected to return shortly, determine their exact location. If it is within reasonable distance, attempt to contact them in-person. If not, immediately contact the nearest Refuge Manager or line manager to the next of kin's physical location, brief him/her and request notification actions.

Secondary Next of Kin

If primary next of kin is not available, contact the secondary next of kin as identified on the *Confidential LODD Information Form*.

Next-of-Kin Notification Protocols

The first visit will be very difficult and may present new uncomfortable feelings with many varied reactions from each surviving family member/survivor. Remember to be professional, demonstrate empathy and listen carefully. When notifying the next of kin, be yourself. This is not easy; be as natural as possible in speech, manner, and method of delivery. Inform the survivors of the death, speaking slowly and carefully giving any details that are available. The following are suggested approaches with the family in this first visit:

Identify yourself. Example: "I am [name, title] and this is [name]."

Confirm the identity of the next of kin. For example, "Are you Mr. Sam Brown?"

As soon as most families see you, they will know something is wrong.

Ask to be admitted into the house. **Never make any notification on the doorstep of the house!** Gather everyone in the home and ask them to sit down. Make sure that you sit down as well. If young children are in the home, ask the person being notified if they wish to have the children

present. If they refuse to sit down, or there is no where to sit, be prepared to catch the Next of Kin as they may faint, pass out, or just fall due to the overwhelming emotion of sorrow. Be prepared to be embraced or even struck. Sometimes hearing news of their loved one's death brings on immediate disbelief and anger to which a response could be physical.

Using the victim's name, inform the next of kin slowly and clearly of the information you have regarding the incident. If specifics of the incident are known, relay as much information as possible. Never give the family a false sense of hope. Use words like "died" and "dead" rather than "gone away" or passed away."

Example for Death: "The Regional Director/Director of the Fish and Wildlife Service has asked me to express his/her regret that your (husband/wife/son/daughter __ [name] __) died/was killed in (city/state) on (date). (State the circumstances) or "Your husband, George was shot today and died while on patrol in the XYZ Wildlife Refuge." Please accept our deepest sympathy to you and your family in your tragic loss."

Example for Injured: "The Regional Director/Director of the Fish and Wildlife Service has asked me to express his/her regret that your (relationship; husband/wife/son/daughter ___ [name] ___) has been injured in (city/state) since (date). (State the circumstances). [Name of victim] is at (name) hospital/treatment center. If you would like to go there now we can help make arrangements."

Example for Missing: "The Regional Director/Director of the Fish and Wildlife Service has asked me to express his/her regret that your (relationship; husband/wife/son/daughter ___ [name] ___) is missing in/near (city/state) since (date). (State the circumstances). When we receive more information we will let you know immediately. We know this is a very difficult time for you and will try to help in any way we can."

Do not drag on with the process.

One of the first questions the next of kin will ask is where their loved one is located and how to arrange to see them. It is important to verify the location treating the injured individual or the status of the remains before arriving for the first visit. If you do not know the answer to a question, don't be afraid to say so. Offer to get back with the survivor when more information is available, and be sure to follow through.

Injured Person

Before arriving for the first visit, verify the location of the medical facility treating the injured individual. In cases of serious injury, immediately arrange for transportation of next of kin to the medical facility.

Remains of the Deceased

Often, remains of the deceased are not immediately recoverable or not readily accessible. Be alert to this concern, and answer the questions with care. Also be prepared to answer questions about the possibility of viewing the remains. Remember to use the victim's name.

Normally, remains of the deceased are not available until 24 to 36 hours after an autopsy. This needs to be well-communicated to the family. Remains may be delayed for medical reasons, criminal investigations, or for proper travel documentation.

The family may want to travel to the site in order to come home with the remains of the deceased.

Follow up on the status of the remains and keep the next of kin informed. Do not wait for the next of kin to ask the status.

Communication Tips

- The people notifying the family should be in professional attire or Agency Class A uniform.
- Make sure your first visit is as inconspicuous as possible without calling undue attention to your visit by neighbors.
- The first visit should be brief and in private. The main concern is to answer questions and meet the demands and requests from the next of kin. A private meeting will cut down on the confusion that can occur with too many people in the room.
- Use the word died or killed. Do not down-play with “passed away” or “was lost.”
- Listen. Your alertness to the needs of the next of kin at this time will help maintain a good rapport with them. Keep notes for later visits with the next of kin. They will be invaluable when reviewing what was said or done and to ensure all requests and commitments have been fulfilled.
- Confirm the next of kin’s address and obtain telephone numbers for future contact.
- Inform next of kin that they will be contacted by a Service Family Liaison within 24 hours to assist them with benefits paperwork and other arrangements.
- Offer to call immediate family members, friends, or clergy who are available to come and support the family. Do not abandon the family once notification has been made.
- Assist the family in making arrangements for baby-sitting or other needs.
- Leave names and phone numbers for the family to reach you, the chaplain, or the Family Liaison. Make sure they can find you.
- Inform the Hospital Liaison, if assigned, when the family is on its way to the hospital.
- Go to the hospital and provide additional support to the family and support the Hospital Liaison with coordination needs as needed.

DON'T in the Notification Process

- Do not notify the primary next of kin by telephone.
- Do not call for an appointment prior to making the first-visit notification.
- Do not read from your notes or a prepared speech when making notification.
- Do not drag on with the process.
- Do not disclose your message to neighbors or other people to have the next of kin to call you.
- Do not use code words or acronyms that may have been used in the incident.
- Do not hurry words—speak as naturally as possible.

- Do not make statements like, “I know how you feel,” “I know what you’re going through,” “It was God’s will,” or “He led a full life.”
- Do not physically touch the next of kin in any manner unless there is shock or fainting. Summon medical assistance immediately, if necessary. Limit your discussion to information provided for the notification.
- Do not use your prior experiences or personal conjecture.
- Do not speculate on specific questions relating to the victim’s activity when they were killed or injured.
- Most decisions regarding cemetery, funeral director, or the type of funeral wanted will not be discussed in the first visit. (The family will need time to think and process the loss).
- **Do not make a promise that is not in your power to keep.**
- Do not make a statement or relay information to the next of kin unless you have verified the facts. Relaying false information, conflicting or misleading details regarding the fatality incident can be embarrassing to all parties involved. When you are uncertain about the answer to a question, reply that you do not know but will find out. Collect the facts before you respond and always follow through.
- **Do not discuss matters that you are not qualified to discuss.**
- **Do not take the victim’s personal effects on the first notification.**
- **Denying access to see the body is not an act of kindness.** Inform the survivor of any chance to view the body.

Other Considerations

Death Notification in the Work Place

Many of our Service employees are part of a dual career family. Sometimes managers may have to notify survivors at their work place. Here are several tips to help apply the basic principles to a work place notification.

- Ask to speak to the manager or supervisor, and ask if the person to be notified is available. It is not necessary to divulge any details regarding the purpose of your visit.
- Ask the manager or supervisor to arrange for a private room in which to make the notification.
- Follow the basic notification procedures described above: in person, in time, in pairs, in plain language, with compassion.
- Allow the survivor time to react and offer your support.
- Transport the survivor to his or her home, or to identify the body, if necessary.
- Let the survivor determine what he or she wants to tell the manager or supervisor regarding the death. Offer to notify the supervisor, if that is what the survivor prefers.

Death Notification in a Hospital Setting

- Managers may be called on to do death notification at a hospital after an accident or a shooting, for example.
- It is a very good idea for hospitals and other officials to determine general procedures and protocols in advance, so all parties are familiar with their duties and roles.

- The principles of death notification described apply in the hospital setting.
- Here are a few points to be sure to remember:
 - Find a quiet room for the notification and be sure survivors are seated. (Do not notify in a crowded hall or waiting room.)
 - Arrange for a doctor to be present or available shortly to answer medical questions. Doctors should be in clean uniform.
 - Inform simply and directly.
 - Provide assistance and guidance.
 - Ask if survivors want to spend time with the body of the deceased.
 - Explain the procedure if identification of the deceased is necessary. Explain about autopsy or organ donation, if appropriate.
 - Volunteer to help notify others. Make a list of any calls made.
 - If there are media calls, refer them to the investigating officer or (if available) a victim service advocate.
- Do not leave survivors alone. Be sure someone is there to accompany them.
- Fill out the “Survivor Intake Form” for your records, and give survivors the "Community Resource Information" form. Be sure the survivor has your name and number.
- Contact the survivor the next day.

Reaction

Upon learning of the death or serious injury of a loved one, individuals may experience symptoms of shock such as tremors and a sudden decrease in blood pressure. Shock is a medical emergency and help should be requested immediately.

The family may want to lash out at the Service or person representing the Service who brings the bad news. Do not take it personally, but be prepared for a possible physical assault. Later they may feel that the bearer of bad news did not provide enough assistance or that the person was callous and non-caring. If this problem is encountered, remember it is not personal and it is important to call on the family again. **Remember:** Your presence and compassion are the most important resources you bring to the death notification. Accept the survivor’s emotions and your own. It is better to let a tear fall than to appear cold and unfeeling. Never try to “talk survivors out of their grief” or offer false hope. Be careful not to impose your own religious beliefs.

Before leaving, arrange for a time and location to contact the family the next day. Allow the next of kin time to react and offer your support; and if needed, take them to the hospital, or mortuary. Let them determine if they want to see the deceased.

Grieving family members go through different phases of grief and each react in their own unique way. Some factors that affect stress reactions are the intensity of the event (e.g., violent death vs. heart attack), the next of kin’s ability to understand what is happening, and their equilibrium.

Below are some examples of reactions:

- Shock: Followed closely by denial
- Numbness: Inability to follow through or focus
- Panic: Emotional release, mostly irrational
- Physical/somatic distress: Sleepless, sighing

- Overwhelming loneliness
- Depression: Next of kin does not care about anything or anybody.
- Guilt: Recollection of things done and not done for the deceased
- Hostility/resentment toward the Service, or even God who "allowed" it
- Confusion: Brought on by disruption of established routines
- Denial: Next of kin continually denying the death. They might repeat "there must be a mistake."
- Anger: Next of kin lashes out at the notifying official or the Service, the decedent, or themselves.
- Negotiation: Normally seen when a family member is dying. Either the injured person or next of kin negotiates with God for extra time.
- Acceptance: Next of kin accepts the death and starts to rebuild their lives.

Grief recovery is a long-term process. It takes continued contact and understanding by supporters to get through this period.

Other general reactions to death notification:

Even if there is no physical shock response, death notification must be considered a crisis for the survivors. They will have a need to express feelings, a need for calm and reassuring authority, a need for help in determining what happens next, and a need to begin restoring control by making some choices—naming a support person to call, for example, or selecting a funeral home.

These needs can be met through the humane, patient, and non-judgmental approach of notifiers. Allow survivors to express their grief freely. Take the time to give them adequate information about the death and about official procedures subsequent to the death.

Many survivors, regardless of background, find themselves numb and unable to take the next step. This is where the support person helps the most. Survivors need support people to help them through the initial crisis. Before you leave a survivor, make sure such ongoing support is available.

Personal Effects

Personal effects should be gathered from the incident site and/or the home unit immediately. Items should not be delivered until later, perhaps days later when the family can deal with it. The items should be delivered in a clean unmarked box. All clothes should be cleaned, made presentable or disposed of at a later date. Never bring in a garbage bag. Anticipate delays due to accident or criminal investigations.

Follow-Up Contact

The manager should make contact as previously agreed upon to check on next of kin's welfare. Key points include the following:

- Expressing concern
- Offering assistance

- Answering questions, particularly unresolved questions from the first visit (e.g., visiting the site, travel arrangements to hospital if a distant location, when remains may be returned)
- Allowing next of kin time to talk
- Follow up on promises and obligations

Staying in touch with next of kin is an important manager responsibility. Sometimes this can last years and span multiple managers.

Members of a notification team should meet as soon as possible to debrief the situation:

Double-check who is responsible for any follow-up tasks to help ease the pain and suffering of survivors. Review the notification: what went wrong, what went right, and how it could be done better in the future. Share personal feelings and emotions of the notification team.

Death notifications are, without a doubt, stressful and difficult and sometimes very depressing. Be frank and honest. Share your concerns with one another. Discuss any feelings team members have about the death and notification. For example, the notification experience may have triggered emotions and stress related to a notifier's own loss of a loved one.

Support one another.

Appendix I - Workforce Considerations

Manager Notification of Coworkers

Take care of family first, but do not neglect the notification of coworkers. The same guidance applies as with the notification of the family. It is best done in-person and not by voice mail or e-mail.

- Notify employees at the current workstation and prior workstation, if applicable.
- Consider temporarily relieving affected coworkers from duty.
- Ensure employees are afforded access to CISM, EAP, or other counseling as appropriate.
- Provide opportunity for employees to attend funeral(s)/memorial(s).

Notification for Members of the Public or Contractors

When the victim is a member of the public, notification should be made by law enforcement. If the victim is an employee of a contractor, notification should be made directly to the contractor's home office (refer to contract specifications).

Administrative Leave

The core group of affected employees of a LODD may be placed on administrative leave for a period of time, to be determined by the manager, after consulting with Human Resources. On a short-term basis, outside resources may be requested to backfill the roles of affected personnel. Forced association with the scene of a tragedy can adversely impact Service personnel and providing relief will allow the staff valuable time to cope with the personal and professional issues associated with a coworker's death.

Release from Regular Duties

Employees may be released from assigned duties to attend memorial services on regular paid time. Employees experiencing difficulty returning to regular duties may apply for sick leave.

Official Attendance at Services

OPM July 29, 1994, policy states: "Agency heads have broad authority to grant excused absence (without charge to pay or leave) for various reasons. Under certain circumstances, one or more employees -- while on official business and without loss of pay or leave -- may attend the funeral of a fellow Federal employee who is killed in the line of duty. . . an employee so designated may be reimbursed for his or her travel expenses from agency funds."

Attendance by Out-of-Area Service Personnel

Headquarters and Regional offices may designate an employee representative(s) to attend memorial services. Official travel and regular time is permitted for designated personnel. Overtime is not authorized for this travel.

Post-Traumatic Stress Disorder

Post-Traumatic Stress Disorder (PTSD) may occur with employees associated with a LODD. The diagnosis of PTSD may occur months after the LODD. Affected employees may file a worker's compensation claim for PTSD on a CA-1 (through DOI SMIS). (See Notice of Occupational Disease and Claim for Compensation at www.smis.doi.gov.)

Search and Rescue Operations

This handbook may also be helpful during search and rescue (SAR) operations for a “missing” Service employee. An LODD only occurs after the confirmation of a fatality. However, the use of a Family Liaison for the notification of next of kin during a SAR operation should be considered. The Family Liaison role can be helpful when the employee is found, or when the SAR is scaled back or terminated without finding the employee. If multiple jurisdictions are involved, a Unified Command under the ICS system might also be considered.

Appendix J – Critical Incident Stress Management (CISM) Team Information and Ordering Procedures

Critical Incident Stress Management (CISM) is an organized approach to the management of stress responses for personnel who are exposed to a traumatic event in the line of duty. The use of CISM may decrease post-traumatic stress disorder, acute stress disorder, workers' compensation claims, fatalities, injuries, and suicide. The use of CISM does not prevent an employee from seeking individual consultation through the Employee Assistance Program (EAP) or a trained peer supporter. Under no circumstances should CISM or any of its components be considered psychotherapy or a substitute for psychotherapy.

CISM services should be available and provided for the affected employee, employees involved in the incident or witness to the incident, co-workers, and personnel from external agencies who were involved in, or responded to, the incident, and the deceased employee's family.

The CISM Team will operate as follows:

- All contacts between the CISM Team and survivors or employees are kept confidential. There will be no written reports.
- The core group of affected employees will attend a debriefing as established by the CISM Team. The core group should include Emergency Medical Service (EMS) personnel, dispatchers, and other employees at the scene of the fatality. It is important that the debriefing for the core group be limited to the immediate responders. We will compensate Service employees' when they attend this debriefing.
- The CISM Team will offer debriefings for other affected employees and the deceased's work unit. We encourage attendance, but it is voluntary and employees won't be charged annual or sick leave.
- The CISM Team will offer grief support and education sessions for families of Service personnel as resources allow. These sessions will be independent of core group debriefings.
- The CISM Team Leader will provide an assessment and make recommendations to the manager for followup mental health contract services. Mental health professionals with specific expertise in the type of incident or familiar with program office personnel may be added to existing EAP contracts.

Ordering Procedures for CISM Support

Manager

The manager assigns a CISM Coordinator and/or requests CISM Team support through the local dispatch center [using Resource Ordering Status System (ROSS)] in which the incident occurred. The timing of CISM interventions is crucial, so the request should be made as soon as possible after the incident. The manager and CISM Coordinator will work together to set the date and time of CISM interventions. Although rapid response is important, the CISM Team must have adequate time to respond appropriately.

Until the Service has pre-identified CISM Teams available for response, local managers should identify potential CISM Coordinators and local behavioral health care resources capable of providing this CISM service, or order CISM assistance through the interagency dispatch channels. The National Park Service has several CISM Teams available, and some Geographical Area Coordination Centers (GACC) have CISM support plans and CISM coordinators who specialize in CISM deployments.

CISM Coordinator

- The assigned CISM coordinator should have already been identified and be familiar with local resources capable of providing CISM services.
- The CISM Coordinator should work with their servicing Contracting Officers if they plan to use use contracted behavioral health professionals.
- If they use Federal resources, the CISM Coordinator should work with local dispatch and/or the GACC to request the CISM Team Leader and CISM Team members.

Local Dispatch

At the direction of the manager:

- Fill the CISM Coordinator position within 1 hour or request an alternate name from the manager. If there's no alternate, order a CISM Coordinator (Technical Specialist) through the appropriate GACC.
- Identify a person to work with the CISM Coordinator to provide logistical support, such as ensuring there are rooms, office space, etc. available.
- In conjunction with the CISM Coordinator, fill the CISM Team with local resources.. If local resources are not available, contact the respective GACC.
- Generate a Resource Ordering Status System (ROSS) to request Technical Specialists.

Geographic Area Coordination Center

During a CISM response, the GACC may be responsible for:

- Filling the order for a CISM Coordinator within 1 hour of receipt from the local dispatch. If unable to fill the order, the GACC will pass the request on to the National Interagency Coordinator Center (NICC).
- Following established GACC protocols (if any apply) for CISM support and deployment.
- Where appropriate, the Coordinator may need to contact the Geographical Area CISM Coordinator.
- Generating the ROSS order for the CISM Team (specific name requests) if the local area dispatch center is overloaded.

National Interagency Coordination Center

Fill the order for a CISM Coordinator within 1 hour of receiving an order from the GACC.

Appendix K – Wildland Fire Fatality and Entrapment Reporting Log

The following form is downloadable at http://www.nwccg.gov/pms/forms_otr/pms405-1.pdf.

Page 1 of 2



Wildland Fire Fatality and Entrapment INITIAL REPORT

Complete this report for fire-related entrapment and/or fatalities. Timely reporting of wildland-related entrapments or fatalities is necessary for the rapid dissemination of accurate information to the fire management community. It will also allow fire safety and equipment specialists to quickly respond to these events as appropriate. This initial report does not replace agency reporting or investigative responsibilities, policies, or procedures. Immediately notify the National Interagency Coordination Center (NICC). Submit this written report within 24 hours—**even if some data are missing**—to the address given below.

NICC—National Interagency Fire Center
3833 South Development Ave.
Boise, ID 83705-5354

Phone: 208-387-5400
Fax: 208-387-5414

NICC Intelligence Section
E-mail: nicc_intell@nifc.blm.gov

Submitted by: _____ Position: _____
 Agency: _____ Location: _____
 Phone: _____ E-mail: _____

1. General Information

- Date of event _____ Time _____
- Number of personnel involved _____
- Number of: Injuries _____ Fatalities _____
- Fire name, location, agency, etc. _____

2. Fatalities

- Type of accident:

<input type="checkbox"/> Aircraft	<input type="checkbox"/> Vehicle
<input type="checkbox"/> Natural (lightning, drowning, etc.)	<input type="checkbox"/> Smoke
<input type="checkbox"/> Medical (heart, stroke, heat, etc.)	<input type="checkbox"/> Entrapment
<input type="checkbox"/> Struck by falling object	<input type="checkbox"/> Other
- Where fatality/entrapment occurred:

<input type="checkbox"/> Fire site	<input type="checkbox"/> In transit
<input type="checkbox"/> Incident base	<input type="checkbox"/> Other
- Employing agency _____
- Unit name _____
- Address _____
- For further information, contact _____
- Home unit address _____
- Phone _____

Note: In the event of fatality(s), do not release name(s) until next of kin are notified.

(Continued) ↗

3. Fire-Related Information

- Fuel model _____
- Temperature _____ RH _____ Wind _____ mph
- Topography _____
_____ Slope _____%
- Fire size at the time of the incident/accident _____ acres
- Incident management type at the time of the incident/
accident (circle one): 1 2 3 4 5
- Urban/wildland intermix? Yes No
- Cause of fire: Natural Incendiary
 Accidental Unknown

4. Entrapment Information

A situation where personnel are unexpectedly caught in a fire-behavior-related, life-threatening position where escape routes or safety zones are absent, inadequate, or have been compromised. An entrapment may or may not include deployment of a fire shelter. Note: Engine and dozer burnovers also constitute entrapments.

- Brief description of the accident _____

Entrapment Description

- Person trapped With fire shelter Without fire shelter
- Burns/smoke injuries incurred while
in fire shelter Yes No
- Burns/smoke injuries incurred while
escaping entrapment Yes No
- Burns/smoke injuries incurred while
fighting fire Yes No
- Fire shelter was available, but not used Yes No

Personal Protective Equipment Used

- Fire shelter..... Yes No
- Gloves Yes No
- Protective pants..... Yes No
- Boots Yes No
- Protective shirt..... Yes No
- Goggles... Yes No
- Face/neck protection . Yes No
- Hardhat... Yes No

Appendix L – Family Liaison Information

The Family Liaison is critical in facilitating communication between the Service and the family. The Family Liaison must be capable of ensuring that Service needs are met while providing assistance to families. This balancing act occurs in an emotionally charged atmosphere that can be stressful to the liaison. Select one Family Liaison per family, but you may need to select other individuals to assist the liaison.

Considerations for Selecting Family Liaison(s):

- Try to have local liaisons, if possible.
- The Family Liaison should be available to the family within the first 24 hours.
- Being a Family Liaison is a long-term commitment that will often impact work. Family Liaisons can work with families for years.
- Consider identifying a pair of employees to serve as Family Liaisons. This will provide a backup contact and the two can help (debrief) each other.
- Carefully weigh the pros (immediate rapport/trust) and cons (emotional involvement, lack of objectivity) of assigning a Family Liaison who is a friend of the family.
- Select a steady, level-headed individual who is a good listener and communicator and will likely maintain their objectivity.
- A Family Liaison must be willing to take on the job, with an understanding of the emotional and time demands involved. Allow the selected liaison the opportunity to decline the assignment.

Preparations for the Family Liaison

- Prepare yourself physically, mentally, and emotionally before visiting the family.
- Wearing a uniform or professional attire may be appropriate for the initial visit.
- Have another person accompany you on your first visit; establish his/her role.
- Anticipate questions and be prepared. Keep an ongoing record of activities so you can remember to follow up on all requests.
- Do not assume you know what the families and survivors want. ASK. Do not burden the family with unnecessary requests or demands. Try to ask ‘yes’ or ‘no’ questions when decisions are required.
- Be prepared to meet the family at other locations, such as hospitals, helicopter/ambulance shuttle points, and other public areas.
- Coordinate with other Family Liaisons in the event of multiple fatalities or serious injuries. Consider scheduling daily conference calls or meetings.

Communicating With Families

This section is a summary of key principles that are useful for communicating effectively with next of kin and other family members.

- Strong emotional responses by the next of kin can be expected and may be very helpful for long-term acceptance and readjustment.
- LISTEN and DO NOT ARGUE. “Listening” is different from “hearing.” People hear with their ears, but listen with their minds. No matter what the family says, do not argue.
- Negative information and high-stress situations tend to make people defensive. Almost any information can be presented either negatively or positively. Telling people what to

do and starting sentences with the word “you” are common triggers for defensiveness. Defensiveness can also be reduced by avoiding general statements and dealing instead with specific needs.

- Break the information into small pieces. Do not assume that the information has registered or has been understood.
- Assist the family in establishing achievable goals. Some examples may be arrangements for funerals, memorials, meeting with a benefits coordinator, etc. Goal-setting is a valuable tool for avoiding problems and keeping communication open. A long-term family representative assignment can lead to over-dependence on the part of the next of kin and a dread of letting go of a relationship. Goal-setting helps to keep the process focused on the end point of the assignment. A final meeting to officially end the assignment is usually helpful for both the family representative and the next of kin.

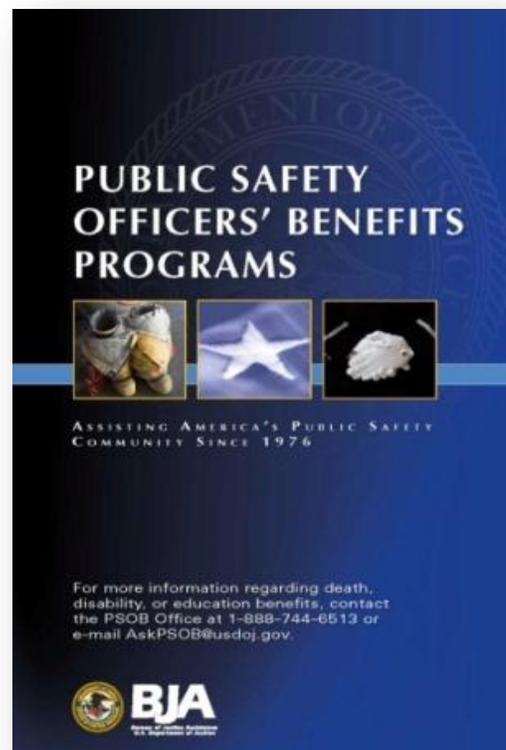
Follow-up Contacts

Stay in touch with family. Many times family and friends will care for the immediate needs of the bereaved well, but after a few days this support often disappears, especially days after services are held. Would-be supporters might feel that a grieving person would rather face their loss alone. This is the time when the Family Liaison and supporters are needed the most and must stay in touch more than ever before. Provide families with access to support programs and resources such as the Employee Assistance Program (EAP) and the Wildland Firefighter Foundation, and encourage networking with other affected families and coworkers.

The Family Liaison, in coordination with Human Resource Specialists, may need to help the family complete the forms and processing for:

- Office of Workers’ Compensation Programs (OWCP).
- OPM benefit claims (e.g., 401K, life insurance).
- Social Security Administration.
- Veteran's Administration (if applicable).
- Public Safety Officers Benefit Program (if applicable).

For other available support resources, see also Appendices [M](#), [N](#), [O](#) and [P](#).



Appendix M - Benefits: General for All Employees

1. Federal Employees Compensation Act

All civilian employees (permanent or temporary) of the Federal government are covered by the Federal Employees' Compensation Act (FECA), administered by the U.S. Department of Labor, Office of Workers' Compensation Programs (OWCP).

The Act may provide a range of death benefits, including: limited transportation, burial and administrative expenses, and wage loss compensation in the form of monthly benefit payments (calculated on employee's salary) to survivors when the cause of the death is related to employment.

To file for OWCP benefits, survivors use form **CA-5, Claim for Compensation by Widow, Widower, and/or Children**; or **CA-5b, Claim for Compensation by Parents, Brothers, Sisters, Grandparents, or Grandchildren**. The decedent's supervisor will also need to file a **CA-6, Official Supervisor's Report of Employee's Death** with OWCP.

The Act also provides up to \$800 (under 5 U.S.C. 8133) for funeral and burial expenses, and \$200 (under 5 U.S.C. 8134) for the reimbursement of the costs of termination of the decedent's status as an employee of the United States.

For the most current information and amount allowed under FECA, go to:
<http://www.dol.gov/owcp/dfec/regs/statutes/8133>.

2. Burial Costs and Related Out-of-Pocket Expenses

Section 312 of Public Law 103-332, a statutory note to 5 U.S.C. 8134, provides for payments of up to \$10,000 in reimbursement of costs for burial and related out-of-pocket expenses for employees "killed in the line of duty."

For the most current information and amount allowed under this authority, go to: ESA/OWCP: Division of Federal Employees' Compensation: <http://www.dol.gov/owcp/dfec/regs/statutes/8134>

3. Death Gratuity Payment Authority

Public Law 104-208, Section 651, authorizes agencies to pay up to \$10,000 as a death gratuity to the personal representative of civilian employees who die from an injury sustained in the line of duty. This would also include employees who die after separation from service, if the death is the result of a job-related injury.

The total amount paid under the authorities listed above and the death gratuity payment may not be more than \$10,000. The death gratuity payment is not reduced by any other amounts, including other benefits payable under FECA.

For the most current information and amount allowed under this authority, go to:

<http://www.opm.gov/retire/pubs/bals/1996/96-111.pdf>

4. Veteran Affairs Benefits

For veterans, the Government may pay for burial at a national cemetery and a headstone or marker with appropriate inscription. Many States also offer benefits to eligible survivors and dependents of veterans that are independent of Federal benefits and vary by State.

For the most current information on benefits available, go to:

www.vba.va.gov/bln/dependents/index.htm

Appendix N Sources of Recognition

1. Firefighter Personnel:

National Fallen Firefighters Foundation

Information: National Fallen Firefighters Foundation
P.O. Drawer 498
Emmitsburg, MD 21727
(301) 447-1365-phone
(301) 447-1645-fax <http://www.firehero.org/>

Wildland Firefighter Foundation

Information: Wildland Firefighter Foundation
2049 Airport Way
Boise, ID 83705 <http://www.wffoundation.org/>

2. Law Enforcement Personnel:

American Police Hall of Fame

Categories: Awards in 19 different areas including bravery, lifesaving, and K-9.
Information: Including award categories, nominations forms, criteria, procedures:
American Police Hall of Fame
3801 Biscayne Blvd.
Miami, Fl. 33137 <http://www.aphf.org/>

Reference state law enforcement and fire associations: California example shown below.

California Peace Officers Association

Categories: Award of Valor, Award of Distinction.
Eligibility: Anyone in a law enforcement-related job (sworn or non-sworn) within the organization. Do not have to be a member of CPOA.
Information: Including purpose, nominating process, etc.
California Peace Officers Association
1455 Response Road
Sacramento, CA 95815
cpoa@cpoa.org
<http://www.cpoa.org/>

Federal Law Enforcement Officers Association (FLEOA)

Heroism Award: Any Federal, State, or local law enforcement officer whose actions showed such concerns for others that the nominee's safety was placed in jeopardy while providing assistance to the victim of a crime or in apprehension of a suspect.
Bravery Award: Recipient can be any Federal, State, or local law enforcement officer whose actions showed outstanding courage and valor in a life-threatening situation.

Investigative Excellence Award (FLEOA Member): Member in good standing whose actions led to arrest of a notorious subject or prosecution of a significant criminal conspiracy.

Group Achievement Award: Groups of three or more officers who together conducted a particularly noteworthy investigation or other law enforcement achievement.

Information: FLEOA National Awards Director
8459 US 42
PMB 308
Florence, KY 41042 www.fleoa.org

International Association of Women Police

Categories: Officer of the Year and Medal of Valor

Information: Including submissions, instructions, criteria:
Mylan M. Masson
Center for Criminal Justice and Law Enforcement
IAWP Awards Chairperson
1380 Energy Lane, Suite 104
St. Paul, NM 55108
massonmy@mctc.mnscu.edu
www.iawp.org/iaward.htm

National Association of Police Organizations

Category: Top Cops Awards

Eligibility: Must be a sworn law enforcement officer from any Federal, State, county, or local agency within the United States. Nomination must be submitted by a sworn law enforcement officer through a short essay on why the nominee should be considered.

Information: Including forms and additional information:
Top Cops Awards
National Association of Police Organizations
750 First Street, Suite 920
Washington, DC 20002-4241 <http://www.napo.org/>

National Law Enforcement Officers Memorial Fund (NLEOMF)

Category: Officer of the Month - Officers who distinguish themselves through exemplary service and devotion to duty.

Eligibility: Both full and part time law enforcement officers.

Information: NLEOMF
Attn: Lee Caudle
605 E Street NW
Washington, DC 20004 nominate@nleomf.com or www.nleomf.com

Women in Federal Law Enforcement (WIFLE)

Category: Julie Y. Cross award: Officers who displayed an unusual degree of courage, stamina, and willingness to go above and beyond the call of duty, resulting in an exceptional heroic achievement in law enforcement.

Eligibility: All sworn full time law enforcement officers.

Information: WIFLE
PMB-204 Suite 102
2200 Wilson Blvd
Arlington, VA 22201
<http://www.wifle.org/>

Women Peace Officers' Association of California

Categories: Member Merit Award, Award for Professional Achievement/Management, Award for Professional Achievement/Line.

Information: Woman Peace Officer's Association
7355 Dayton Avenue
Hesperia, CA 92345
<http://www.wpoaca.com/>

Carnegie Hero Fund Commission

Category: Carnegie Metal

Eligibility: Any civilian who voluntarily risks his/her own life to an extraordinary degree while saving or attempting to save the life of another person is eligible. Law enforcement, rescue, and fire personnel are also eligible if the rescue is clearly beyond the line of duty.

Information: Carnegie Hero Fund Commission
Jeffrey A. Dooley, Investigations Manager
425 Sixth Ave., Suite 1640
Pittsburgh, PA 15219-1823
carnegiehero@carenegiehero.org
www.carnegiehero.org

United States Coast Guard-Life Saving Medal

Categories: Gold and Silver

Eligibility: Any persons who rescues or tries to rescue another person from drowning, shipwreck, or other perils of water. If such rescue is made at the risk of one's own life, and extreme and heroic or daring, the medal is gold. If such rescue or attempted rescue is not sufficiently distinguished to deserve the medal of gold, but it is still an extraordinary effort, the medal is silver.

Information: Contact Commander of Coast Guard District where incident took place.
If unknown or outside of a district contact:
Commander (G-WPM-3)
U.S. Coast Guard
Washington, DC 20593-0001
www.uscg.mil

Appendix O - Support Organizations and Resources for Employees

Employee Assistance Program (EAP)

Employees may call their local/Regional Employee Assistance Program contact in the Office of Human Resources for information and assistance.

The International Critical Incident Stress Foundation

A non-profit organization with critical incident management and support teams in all States. The team specialize in responses to line of duty deaths for law enforcement, rescue, and ambulance personnel. A 24-hour hotline is available that is routed to appropriate personnel.

(410)750-9600

Emergency Support 24 hour Hotline: (410) 313-2473

Fax: (410)750-9601

info@icisf.org

www.icisf.org/hotline.htm

3290 Pine Orchard Lane, Suite 106

Ellicott City, MD 21042

Federal Bureau of Investigation

Law Enforcement Officer debriefings

(703) 640-1628

Behavior Sciences Unit

FBI Academy

Quantico, VA 22135

National Organization for Victim Assistance

(202) 232-6682

1757 Park Road, NW

Washington, DC 20010

www.trynova.org

National Victim Center

(703) 276-2880

National Victim Center

2111 Wilson Boulevard, Suite 300

Arlington, VA 22201

www.ncvc.org/ncvc/Main.aspx

Appendix P Benefits and Support Services for Families

1. Public Safety Officers Family Members

Public Safety Officers' Benefit Act (PSOB)

This Act, administered by the U.S. Department of Justice, applies to law enforcement, rescue, and fire personnel. It provides a one-time, tax-free benefit to eligible survivors of a public safety officer whose death is a direct result of traumatic injuries sustained in the line of duty. The amount of the payment adjusts each year (i.e., payment in 2011 was \$323,035). Eligible survivors include children, spouse, or parents. The Act also provides the same dollar amount to a public safety officer who has been permanently and totally disabled as a direct result of catastrophic personal injury sustained during the performance of duty.

Information is available and a claim can be initiated right from their Web site at www.psob.gov

Public Safety Officers Benefit Division
Bureau of Justice Assistance
U.S. Department of Justice
Washington, D.C. 20531
Toll Free Number: (888) 744-6513
Direct Numbers: (202) 307-0635
Fax: Number: (202) 305-1367

For important guidance, look for the PSOB checklist at:

https://www.bja.gov/ProgramDetails.aspx?Program_ID=78

Public Safety Officers' Educational Assistance (PSOEA) Program

Formerly the Federal Law Enforcement Dependents Assistance of 1996 Act (Public Law 104-238), PSOEA's sole purpose is to defer educational expenses through an established monthly allowance. Spouses and children of public safety officers who have been killed or permanently disabled in the line of duty (public safety officers include law enforcement officers, firefighters, and members of rescue squads and ambulance crews) are eligible.

For the most current information, go to: www.ncjrs.org/pdffiles1/bja/fs000270.pdf

2. Law Enforcement Officer Family Members

Concerns of Police Survivors, Inc. (COPS)

Organized in 1984, COPS is a national organization to support law enforcement survivors emotionally, financially, and legally; assist law enforcement agencies to prepare for issues associated with the sudden loss of a law enforcement officer in the line of duty; and to act as a public relations organization. The organization is comprised of spouses, parents, children, siblings, significant others, and coworkers affected by line of duty deaths.

Concerns of Police Survivors, Inc.
P.O. Box 3199

S. Hwy 5
Camdenton, MO 65020
(573) 346-4911
Email: cops@nationalcops.org
www.nationalcops.org

Robert D. May Scholarship Fund

A scholarship of up to \$10,000 is available to qualified dependents of Federal law enforcement officers killed or permanently disabled in the line of duty. The scholarship may be used to pursue any academic higher education (as defined by the Department of Labor). The program is administered by the FBI, with specific qualification and application requirements.

Federal Bureau of Investigation
Employee Benefits Unit, PA 570
1001 Pennsylvania Ave NW
Washington, DC 20535-0001
(202) 220-9027

3. Fire Employee Family Members

National Fallen Firefighters Foundation

Congress created the National Fallen Firefighters Foundation to lead a nationwide effort to remember America's fallen firefighters

National Fallen Firefighters Foundation

P.O. Drawer 498
Emmitsburg, MD 21727
(301) 447-1365 phone
(301) 447-1645 fax
www.firehero.org

Wildland Firefighter Foundation

The Wildland Firefighter Foundation is comprised of Federal, State, and local firefighters, private sector firefighters, interface firefighters, and volunteers. The Wildland Firefighter Foundation honors and recognizes wildland firefighters and strives to take care of the fallen and injured.

WF Foundation
2049 Airport Way
Boise, ID 83705
(208) 336-2996
Fax (208) 336-2995
Email: info@wffoundation.org
www.wffoundation.org

4. All Employee Family Members

Federal Employee Education and Assistance Fund (FEEA)

The Federal Employee Education and Assistance Fund (FEEA) provides education scholarships, student loans, and emergency assistance no-interest loans to large numbers of eligible Federal and postal employees and their dependents. FEEA raises funds through corporate contributions and the Combined Federal Campaign (CFC) and receives no Federal funds. Under CFC, funds are returned to each Federal community based on a formula that reflects the amount donated by Federal employees in that area. Financial assistance under this program is based on hardship and need. FEEA scholarships can range from \$300 to \$1,200 per school year. Following is the contact information to apply for FEEA assistance:

FEEA Scholarships
Suite 200, 8441 W. Bowles Avenue
Littleton, CO 80123-3245
(800) 323-4140 or (303) 933-7580
www.feea.org

Appendix Q – Compensation Authority and Benefits

Excerpts from Federal Employees' Compensation Act

§8102. Compensation for disability or death of employee

<http://www.dol.gov/owcp/dfec/regs/statutes/8102.htm>

The United States shall pay compensation as specified by this subchapter for the disability or death of an employee resulting from personal injury sustained while in the performance of his duty, unless the injury or death is--

- (1) caused by willful misconduct of the employee;
- (2) caused by the employee's intention to bring about the injury or death of himself or of another; or
- (3) proximately caused by the intoxication of the injured employee.

§8133. Compensation in case of death

<http://www.dol.gov/owcp/dfec/regs/statutes/8133.htm>

(A) If death results from an injury sustained in the performance of duty, the United States shall pay a monthly compensation equal to a percentage of the monthly pay of the deceased employee...*(See regulations for specifics.)*

(B) Notwithstanding any funeral and burial expenses paid under section 8134, there shall be paid a sum of \$200 to the personal representative of a deceased employee within the meaning of section 8101(1) of this title for reimbursement of the costs of termination of the decedent's status as an employee of the United States.

§8134. Funeral expenses; transportation of body

<http://www.dol.gov/owcp/dfec/regs/statutes/8134.htm>

(A) If death results from an injury sustained in the performance of duty, the United States shall pay, to the personal representative of the deceased or otherwise, funeral and burial expenses not to exceed \$800, in the discretion of the Secretary of Labor.

(B) The body of an employee whose home is in the United States, in the discretion of the Secretary, may be embalmed and transported in a hermetically sealed casket to his home or last place of residence at the expense of the Employees' Compensation Fund if--

- (1) the employee dies from--

(a) the injury while away from his home or official station or outside the United States; or

(b) from other causes while away from his home or official station for the purpose of receiving medical or other services, appliances, supplies, or examination under this subchapter; and

(2) the relatives of the employee request the return of his body.

If the relatives do not request the return of the body of the employee, the Secretary may provide for its disposition and incur and pay from the Employees' Compensation Fund the necessary and reasonable transportation, funeral, and burial expenses.

Public Law 112-73 (Civilian Service Recognition Act of 2011)

<http://www.gpo.gov/fdsys/pkg/PLAW-112publ73/pdf/PLAW-112publ73.pdf>

The Civilian Service Recognition Act of 2011 allows for presentation of United States flag on behalf of Federal civilian employees who die of injuries incurred in connection with their employment.

(A) Presentation Authorized.—Upon receipt of a request under subsection (b), the head of an executive agency may give a flag of the United States for an individual who—

(1) was an employee of the agency; and

(2) dies of injuries incurred in connection with such individual's employment with the Federal Government, suffered as a result of a criminal act, an act of terrorism, a natural disaster, or other circumstance as determined by the President.

(B) Request for Flag.—The head of an executive agency may furnish a flag for a deceased employee described in subsection (a) upon the request of—

(1) the employee's widow or widower, child, sibling, or parent; or

(2) if no request is received from an individual described in paragraph (1), an individual other than the next of kin as determined by the Director of the Office of Personnel Management.

Public Law 103-332 Section 312

<http://www.opm.gov/retire/pubs/bals/1996/96-109.pdf>

This authority provides for payment of up to \$10,000 in reimbursement for burial costs and related out-of-pocket expenses for employees killed in the line of duty in agencies that receive appropriations under a Department of the Interior and Related Agencies Appropriations Act.

Public Law 104-208 Section 651

<http://www.opm.gov/retire/pubs/bals/1996/96-111.pdf>

This authority provides for payment of up to \$10,000, when combined with certain other payments, as a death gratuity to the personal representative of an employee who is killed in the line of duty. The total amount paid under the authorities of Public Law 103-332, 5 U.S.C. §8133-§8134 (FECA/OWCP) listed above, and the death gratuity payment, may not be more than \$10,000. The death gratuity payment is not reduced by any other amounts, including other benefits payable under FECA.

Death Gratuity Policy

http://hr.commerce.gov/Practitioners/BenefitsPolicies/PROD01_007871

The following outlines the procedures for the administration, management and processing of Death Gratuity payments as authorized under Section 651 of Public Law 104-208, the Omnibus Consolidated Appropriations Act effective September 30, 1996.

The Department of the Interior will pay a death gratuity of up to \$10,000 to the personal representative of an employee, when there is clear and convincing evidence that the employee died from an injury or illness sustained in the line of duty, which occurred on or after August 2, 1990. This includes employees who die after separation from the Department, if the death is the result of an injury or illness sustained while in the line of duty. It does not include employees whose death is determined to have resulted from willful misconduct.

The payment of the death gratuity, as provided in statute, will be made from appropriated funds.

The Director, Office of Human Resources Management (or designated staff member) serves as the Department's administrator of the Death Gratuity program, and is responsible for program administration, management, and operations, as follows:

A. Establishing policies, procedures, and guidelines that ensure effective and equitable disbursement of death gratuity payments, including:

1. Determining whether an employee sustained a fatal injury or illness while in the line of duty. The injury or illness must arise out of, or in the course of employment. A determination made by the Department of Labor Office of Workers' Compensation Programs (OWCP) may be used to establish whether an employee sustained an injury or illness while in the line of duty.

2. Ensuring that the death gratuity will be offset by statutorily mandated amounts paid under:

a. 5 U.S.C. 8133(f), which provides for the payment of up to \$200 for reimbursement of the administrative costs of terminating the deceased employee's status as an employee of the United States government. This payment is made by OWCP.

b. 5 U.S.C. 8134(a), which provides for a payment of up to \$800 for reimbursement of funeral and burial expenses. This payment is made by OWCP; and/or

c. Section 312 of Public Law 103-332, the Department of Interior and Related Agencies Appropriation Act, 1995, which provides for the payment of up to \$10,000 in reimbursement for burial costs and related out-of-pocket expenses for employees killed in the line of duty in agencies that receive appropriations, under a Department of Interior and Related Agencies Appropriations Act for fiscal year 1995 and thereafter.

3. Determining who shall be deemed the personal representative of the deceased employee, for the purposes of releasing a death gratuity payment. The personal representative will be:

a. A legally appointed executor/executrix of the estate;

b. If there is no legally appointed representative, consideration will be given to the order of precedence governing the payment of a Federal employee's unpaid compensation, as set forth in 5 U.S.C. 5582; or

c. If other complex issues exist regarding the determination, the issue will be referred to General Counsel for opinion.

4. Ensuring that death gratuity payments are not made if it is determined that the employee's death resulted from willful misconduct.

B. Ensuring that procedures are followed to effect prompt and accurate payments.

1. Coordinating with budget offices to ensure that the proper appropriations code is used for the disbursement of funds.

2. Preparing and transmitting the necessary data to the National Finance Center to facilitate payment, and ensuring that there is no Federal tax withholding, but that an IRS Form 1099-R is generated to the gratuity recipient.

3. Advising recipients of the nature of the payment, the offset provisions, and that they may be obligated to pay taxes on the death gratuity payments.

4. Providing budget offices with background material, and verification of payment.

Appendix R – Sample Serious Incident Initial Conference Call Agenda - (For Fire LODD Incident only).

Incident Name: _____ Date: _____
Time: _____

- **Greeting** **Facilitator/ Manager**

- **Roll Call** **Facilitator/ Manager**
 - Staff members of field unit where incident occurred
-FMO, LE, Dispatch, Local PIO
 - Refuge Supervisor/ Regional Personnel
 - FMB (NIFC) or Refuge LE (Arlington)
 - Headquarters Office – Safety, Fire, Law Enforcement, Other
 - Other agency offices and cooperators
 - Victims home unit supervisor for off unit personnel

- **Situation updates** **Facilitator/ Manager**
 - Brief group on what is known to date
 - Local unit update – Continuation of Operations Plan
 - Regional Office update
 - Other agency regional/state offices
 - FWS National Office(s) (NIFC, Safety, Refuge LE, SAIT Lead)
 - Other agency national offices
 - Cooperators

- **Review local Emergency Plans, LODD Handbook and AAGCIM** **Facilitator/ Manager**

- **Questions**
 - Refuge Manager or agency representatives
 - Information
 - Safety
 - Refuge Law Enforcement
 - SAIT or NTSB Lead(s)
 - Others

- **Identify “Next Steps” in Support of the Local Unit**
 - Briefly identify issues needing immediate resolution and delegate tasks to be accomplished.

- **Recap “Next Steps” - Summarize Discussions and Decisions**

- **Schedule Next Briefing**

Appendix S – Template: 24-Hour Report Cover Letter and Format

To: (Official Authorizing the Investigation)

Subject: Preliminary (24-Hour) Report

THE FOLLOWING INFORMATION IS PRELIMINARY AND SUBJECT TO CHANGE

LOCATION:

DATE OF OCCURRENCE:

TIME OF OCCURRENCE:

TEAM LEADER:

ACTIVITY:

NUMBER OF INJURIES:

NUMBER OF FATALITIES:

PROPERTY DAMAGE (such as to vessels, equipment, and structures):

NARRATIVE:

/s/ (Project Leader or Station Manager)

cc:

Chief, Division of Safety and Health

Serious Accident Investigation Team Leader (for the Official Case File)

Fire Management Branch Safety Manager (if a Wildland Fire related accident)

Appendix T – Funeral Protocols

Following are recommendations for memorial and funeral procedures based on model policies. These are merely recommendations and you must allow some degree of flexibility based on survivors' needs and desires. The family may limit attendance of employees at the funeral. It is extremely important to consider cultural funeral rites and customs at this time. If the family wants a private funeral, the station can still hold a memorial service for employees to honor the deceased.

The procedures outlined here have been successfully used in past incidents. Everyone involved during this stressful time needs to be flexible. Each incident is different; therefore, changes may be necessary based on staff availability, the unusual size of the funeral, type of service, the physical arrangement of the place of service, or for any other reasons made by the Service line officer or IC.



General Funeral Procedures

- **Uniforms:**

- Full Service uniform - The responsible line officer will determine the appropriate attire of employees representing the Service in an official capacity. Partial uniforms are not acceptable. Employees not authorized full service uniforms may wear business attire.
- Duty gear - If the family wants a full law enforcement service, officers will wear leather duty gear. Every consideration should be given to honoring the profession and the fallen comrade by presenting a clean, neat appearance. Gear should be in a good, polished condition.
- Badges - A black elastic banding or black tape 3/4"-wide placed horizontally across the middle of the badge should be used. Employees not issued badges may wear a 3/8" black satin ribbon, folded in a 1" loop pinned above the nametag. Employees generally should wear these signs of mourning from the time of notification until sundown on the day of interment.
- Burial in uniform - For employees entitled to wear badges and where the family requests a Service uniform burial, the Service will excess the badge to allow burial with full collar brass and badge compliment. For law enforcement employees, this uniform option may include duty belt with empty holster and cases.
- Upon entering the building, employees should remove their uniform hats, place them under their left arm, hat brim forward, and move in an orderly manner to the place reserved for them. Employees should sit with their hats upright in their laps

- At the end of the service, employees should rise in unison and place their hats under their left arm preparatory to filing past the casket or exiting the facility. They should hold their hats in this position until they have passed the casket and arrived outside.
 - Employees should wear their hats when outside.
- **Military Honors:**
 - Eligible active and retired military personnel are afforded specific honors that should be followed at the deceased and/or survivors' request. This may include flag protocols and other participation from respective branches of the military.

Flag Lowering

To request flags lowered to half-staff, refer to Departmental Manual Part 310, Chapter 5.

Service Honors to be Considered

Any employee who dies honorably in the line of duty will be accorded the following honors if requested by the survivors and within Service fiscal and personnel constraints. The Honor Guard Commander is responsible for coordinating and directing these activities. By policy, following is what the Service Honor Guard (SHG) may offer:

1. Death of a Service Law Enforcement Officer in the Line of Duty

It is Service to provide ceremonial honors for active-duty Service Law Enforcement Officers who die in the line of duty. All SHG members must be assigned to the event. The Chief/Commander may seek assistance from other agencies as necessary to perform full honors. Following is a list of honors that will be offered for a Service Law Enforcement Officer who dies in the line of duty:

A. Honor Watch

At least two uniformed officers must accompany the deceased at all times, beginning as soon as possible after death until the burial is complete. This includes posting officers at the head and foot of the casket during viewing and services, and relieving them as necessary to have a continual presence. The honor watch must be performed for any officer killed in the line of duty.

B. Color Guard

This involves the posting/presenting of flags (colors) of the United States of America, the Department of the Interior, the U.S. Fish and Wildlife Service, and any other applicable flags.

C. Pallbearers

As many as eight team members may carry the casket. For the health and safety of the team members and to maintain the dignity of the ceremony, using fewer than six pallbearers is prohibited.

D. Law Enforcement (LE) Motorcade

The motorcade consists of law enforcement vehicles escorting the deceased.

E. Rifle Salute

The firing of a three-round rifle volley near the conclusion of the graveside service.

F. Taps

Bugle call signifying our fallen comrade has been laid to rest.

G. 6-Person Flag Fold

Six officers fold the flag of the United States of America in the traditional triangular presentation.

H. Presenting the Flag

The DRLE Chief or his/her designee presents the folded flag to the spouse or next of kin.

I. Flyover/Missing Man Formation

Formation of two to five aircraft in which one aircraft leaves the formation during the flyover to signify a fallen officer (pending availability).

J. Riderless Horse

An SHG officer may lead a horse saddled in full tack with black riding boots facing backward in the stirrups to signify the final ride of the fallen comrade (pending availability).

K. "Out of Service" Radio Call

A final attempt to contact the officer on the radio, followed by a radio announcement indicating the fallen officer has ended his or her tour of duty.

L. Pipers

The playing of various ceremonial tunes on the bagpipes (pending availability).

M. Other

Other ceremonial activities may be performed or coordinated by the SHG. Some examples include wreath laying, religious flags, drummers, etc.

Law Enforcement Officers must wear a black mourning band across their badges from the time of death until sunset of the day of the funeral service, or as otherwise directed by the Chief.

2. Death of a Service Law Enforcement Officer Not in the Line of Duty

It is Service policy to provide ceremonial honors for deceased active-duty Service Law Enforcement Officers who do not die in the line of duty. The Chief/Commander must designate the SHG officers assigned to the event. The SHG may seek assistance from other agencies to perform honors. Following is a list of honors that will be offered (subject to the discretion of the Chief/Commander):

- Honor Watch
- LE Motorcade
- 3-Person Flag Fold
- Color Guard
- Rifle Salute
- Presenting the Flag
- Pallbearers
- Taps
- Pipers

- Other

Officers must wear the mourning band from sunrise to sunset on the day of the funeral service, or as otherwise directed by the Chief.

3. Death of a Service Firefighter or Wildlife Inspector in the Line of Duty

A Regional Director may request, through the DRLE Chief and subject to approval by the Director, the presence of the SHG at a service for a firefighter or Wildlife Inspector who dies in the line of duty. Following is a list of honors that will be offered (subject to the discretion of the Chief/Commander):

- | | | |
|----------------|----------------------|-----------------------|
| • Color Guard | • Pallbearers | • Taps |
| • Rifle Salute | • 3-Person Flag Fold | • Presenting the Flag |
| • Pipers | • Other | |

4. Death of a Retired Service Law Enforcement Officer

A Regional Director may request, through the DRLE Chief and subject to approval by the Director, the presence of the SHG at a service for the death of a retired Service Law Enforcement Officer. Following is a list of honors that will be offered (subject to the discretion of the Chief/Commander):

- | | | |
|-----------------------|---------------|----------------------|
| • Color Guard | • Pallbearers | • LE Motorcade |
| • Rifle Salute | • Taps | • 3-Person Flag Fold |
| • Presenting the Flag | • Pipers | • Other |

Officers must wear the mourning band from sunrise to sunset on the day of the funeral service, or as otherwise directed by the Chief.

5. Death of a Service Employee (other than law enforcement, Firefighter, or Wildlife Inspector)

A Regional Director may request, through the Director, the presence of the SHG at a service for an employee who dies. Following is a list of honors that will be offered (subject to the discretion of the Chief/Commander):

- | | |
|---------------|---------|
| • Color Guard | • Other |
|---------------|---------|

6. Death of a Federal Wildlife Canine in the Line of Duty

The Service considers a Federal wildlife canine to be a commissioned law enforcement officer, and he/she will receive all line-of-duty death honors. The DRLE Chief or his/her designee will present the folded flag to the fallen canine's handler.

Pallbearers

- Pallbearers may be used and selected at the request of the family.
- Pallbearers will be under the direction of the SHG Commander.
- Appropriate uniform will be determined by responsible manager.

Funeral: The U.S. flag is the only flag permitted to drape the casket. Nothing may be placed on top of the flag. The burial flag must be 5'x 9' 1/2" in dimension. We recommend a cotton flag to prevent accidental slippage. The SHG usually comes with their flag for services. The Roman Catholic Church or other churches may use a pall over the casket. The flag must be removed before the casket is covered with a pall.

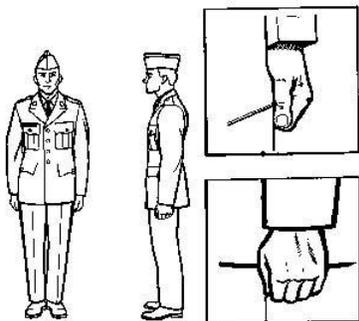
Interment: The SHG Commander presents the flag to the highest-ranking official(s) and renders the final slow hand salute to the flag. The designated official presents the flag to the survivors (usually the mother or spouse of the deceased), makes a few appropriate remarks on behalf of the Service, and renders the final slow hand salute to the flag.

Memorial and Funeral Services:

Any person attending in uniform must adhere to the following protocol during the presentation of the casket or when otherwise directed during the memorial service honoring the deceased:

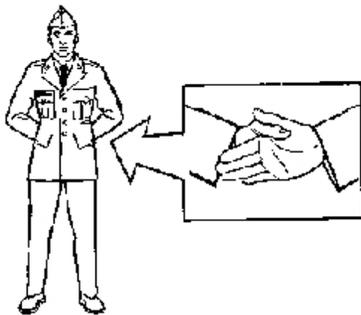
- Members of the deceased's profession will assemble in a pre-determined area for briefing and direction by the SHG Commander.
- Upon direction by the SHG Commander, members will be issued the command "Fall in." Once assembled, the Honor Guard Commander will issue the command "Squad Attention."

To assume this "Squad Attention" position:



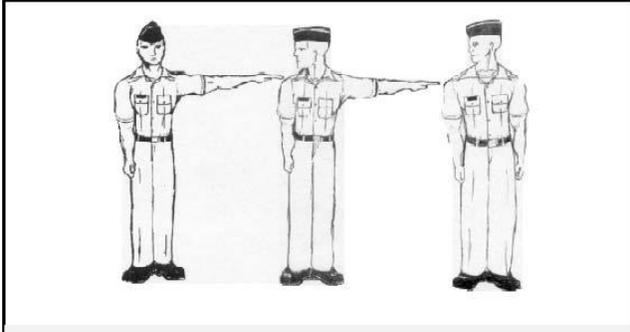
- 1) Bring the heels together sharply in line, with the toes pointing out equally, forming an angle of 45 degrees. Rest the weight of the body evenly on the heels and ball of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, the chest lifted and arched, and the shoulders squared.
- 2) Keep the head erect and the face straight to the front with the chin drawn in so that the head and neck are vertically aligned.
- 3) Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers.
- 4) Remain silent and do not move unless otherwise directed.
- 5) Upon direction by the Honor Guard Commander, members may be directed from the position of "Squad Attention" to "Parade, Rest." "Parade, Rest" is directed only from the position of "Squad Attention."

To assume this "*Parade Rest*" position:



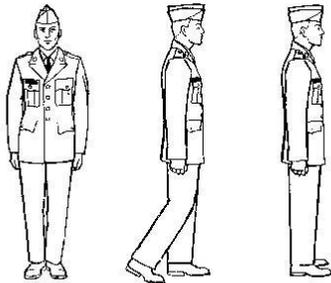
- 1) Move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet.
- 2) Simultaneously, place the hands at the small of the back, centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward.
- 3) Keep the head and eyes as in the position of "Attention," remain silent, and do not move unless otherwise directed. "Stand at Ease," "At Ease," and "Rest" may be executed from this position.
- 4) On command of "At Ease" turn the head and the eyes directly toward the person in charge of the formation.

Aligning the Squad: Under the direction of the SHG Commander, members will:



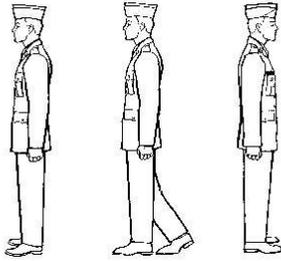
- 1) Turn the head and eyes to the right and align with the officer on the right.
- 2) Each member, except the left flank officer, extends the arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, palm facing down. Each officer ensures that the left arm is in line with the body and positions themselves by short steps right or left until the right shoulder touches the fingertips of the officer on the right. On command of execution "Ready, Front," each member returns sharply to the position of "Attention."

"Facing At the Halt" - Upon direction of the SHG Commander, members will:



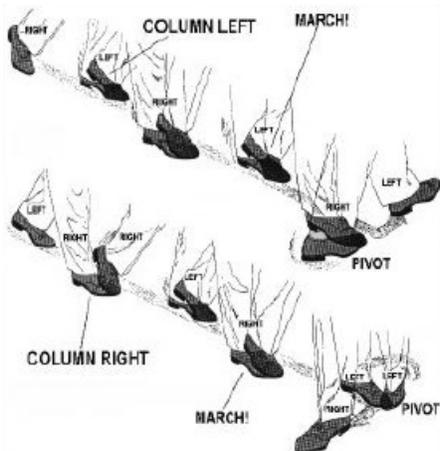
- 1) Upon command of "Left Face," slightly raise the right heel and toe and turn 90 degrees to the left on the left heel, assisted by slight pressure of the ball of the right foot. Keep the left leg straight without stiffening, and allow the right leg to bend naturally.
- 2) On the second count, place the right foot beside the left foot, resuming the position of "Attention." Keep arms at the sides, as in the position of "Attention," throughout this movement. Command of "Right Face" entails reversing the above directions.

"About Face" - Upon direction of the SHG Commander, members will:



- 1) Move the toe of the right foot to a point touching the marching surface about half the length of the foot to the rear and slightly to the left of the left heel. Rest most of the weight of the body on the heel of the left foot, and allow the right knee to bend naturally.
- 2) On the second count, turn to the right 180 degrees on the left heel and the ball of the right foot, resuming the position of "Attention." Keep arms at the sides throughout this movement.

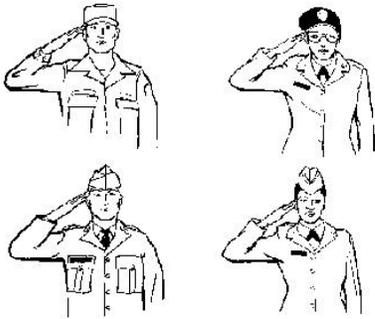
Marching-



- 1) Under direction of the SHG Commander, members will march with either a 15-inch step or a 30-inch step. Inch step to be determined beforehand.
- 2) All marching movements executed from the "Halt" are initiated from the position of "Attention."
- 3) Command is "Forward, March." On the preparatory command "Forward," shift the weight of the body to the right foot without noticeable movement. On the command of execution "March," step forward 30 inches (or 15 inches) with the left foot and continue marching with the 30 or 15-inch steps, keeping the head and the eyes fixed to the front. Swing the arms in a natural motion, without exaggeration and without bending the elbows.

- 4) To halt marching, the command "Squad, Halt" is given. The preparatory command "Squad" is given as the left foot strikes the marching surface. The halt is executed in two counts. After executing "Halt," execute the additional step required after the command of execution and then bring the trail foot alongside the lead foot, assuming the position of "Attention" and terminating the movement.
- 5) Upon direction by the Honor Guard Commander, members will march from the assembly point to the place of service. Silence should be maintained
- 6) Upon entering the service site, officers will remove their uniform hats, and move in an orderly manner to the place reserved for them. Members will sit with their hats in their laps.
- 7) At the end of the service, members will rise and march past the casket. They will hold their hats until they have passed the casket and arrived outside.

At "Attention" - officers will execute the hand salute:



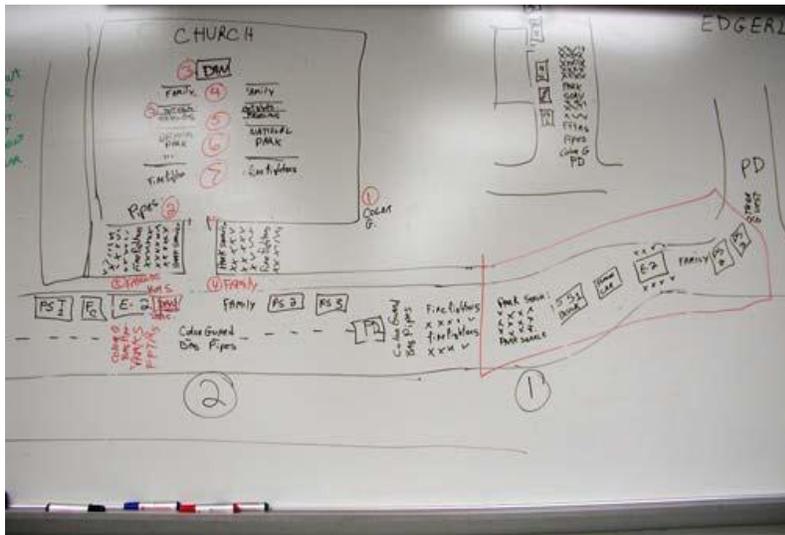
- 1) When the flag is being moved.
- 2) During the firing of volleys.
- 3) While "Taps" is being played.

Optional Processional -

- 1) Under direction of the SHG Commander, officers will march into the chapel in double formation, covered, up the center aisle.
- 2) Upon reaching the casket, officers will perform a salute and flank to the right and left marching to designated seating where they remove their hats and place in their laps.
- 3) Upon leaving the building, members will replace their hats and assemble in formation at right angles to the hearse.
- 4) Two lines will be formed facing each other, leaving an aisle through which pallbearers and casket may pass.
- 5) When the casket comes into view, members will salute and hold this salute until the casket is placed in the hearse, at this time members will return their hands to their sides.
 - Hand salute is a one-count movement. The command is "Present, Arms."
 - On command, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of hat, slightly to the right of the eye.

- The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front.
 - The hand and wrist are straight, the elbow slightly inclined forward, and the upper arm horizontal.
- 6) After the doors of the hearse are closed, the members will face the hearse, break ranks in an orderly manner, take their assigned place in the motorcade, and proceed to the cemetery.

Sample Funeral Procession Diagram



Daniel Holmes funeral planning

Sample Programs



Memorial gifts may be given to either:

Student Conservation Association
National Park Program – Suzi Roberts Fund
P.O. Box 550
Charlestown, NH 03603-0550

The National Park unit of your choice directed to:

National Park Foundation
Suzi Roberts Fund
11 Dupont Circle NW, Suite 600
Washington, D.C. 20036

Memorial Service and Celebration of the Life of Suzi “Sooz” Roberts



September 27, 2004
1:00 p.m.

Church of the Eternal Hills
100 Meadows Blvd.
Tabernash, CO 80478

*I give you this one thought to keep,
I am with you still, I do not sleep,
I am a thousand winds that blow,
I am the diamond glints on snow,
I am the sunlight on ripened grain,
I am the gentle autumn rain.*

*When you awaken in the morning's hush,
I am the swift, uplifting rush of quiet
birds in circled flight.
I am the soft stars that shine at night.
Do not think of me as gone
I am with you still, in each new dawn.*

For the Beauty of the Earth -- Hymn #553

For the beauty of the earth, for the glory of the skies
For the love which from our birth over and around us lies,
Lord of all, to thee we raise this our hymn of grateful praise.

For the beauty of each hour of the day and of the night
Hill and vale, and tree, and flower, sun and moon and stars of light,
Lord of all, to thee we raise this our hymn of grateful praise.

For the joy of ear and eye, for the heart and mind's delight
For the mystic harmony linking sense to sound and sight,
Lord of all, to thee we raise this our hymn of grateful praise.

For the joy of human love, brother, sister, parent, child,
Friends on earth and friends above, for all gentle thoughts and mild,
Lord of all, to thee we raise this our hymn of grateful praise.

MEMORIAL SERVICE AND CELEBRATION OF THE LIFE OF

SUZANNE ELIZABETH ROBERTS
August 27, 1968 - September 14, 2004

MUSIC Steve Cosmey, Walter Holland and Larry Bishop

POSTING OF THE COLORS

WELCOME AND PRAYER Dr. Paul Bretz

"For the Beauty of the Earth" Hymn # 553

WORDS OF HONOR National Park Service

WORDS OF REMEMBRANCE

Greg Roberts, Brother
Amy Brees, Park Ranger, Haleakala National Park
Eric Andersen, Park Ranger, Haleakala National Park
Julie Turner, Coworker, Winter Park Resort
Bob Love, Chief Ranger, Saguaro National Park

NATIONAL PARK SERVICE HONOR GUARD

HAWAIIAN MOURNING CHANT
E Ani Nei Ka La Eric Andersen

BENEDICTION Dr. Paul Bretz

"Never Summer, Forever Home" Cosmey, Holland and Bishop

RETREAT OF THE COLORS

POSTLUDE National Park Service Bagpiper Mark Daniel

The Roberts Family invites you to join them following
the service for a reception in the Fellowship Hall.

Suzi Roberts memorial program

Use of Apparatus



Daniel Holmes funeral

Cultural Considerations



Steve Renard Makuakane-Jarrell funeral

Appendix U - Service Animal Burials

From “International Conference of Police Chaplains Law Enforcement Funeral Manual”

Rationale

Most animals are not given a formal memorial service. An animal serving a Service unit, whether killed in the line of duty, off-duty, or from natural causes in retirement, deserves a memorial service for the dedication that animal and his/her trainer(s) or handler(s) gave to the Service unit. The Service unit’s personnel and the community the animal served often need a memorial service to honor this animal because of their memories and remembrances—this is particularly true for school children who may have met the animal and formed an attachment.



Example of Service Animal Memorial