



**Justin B. Brown**

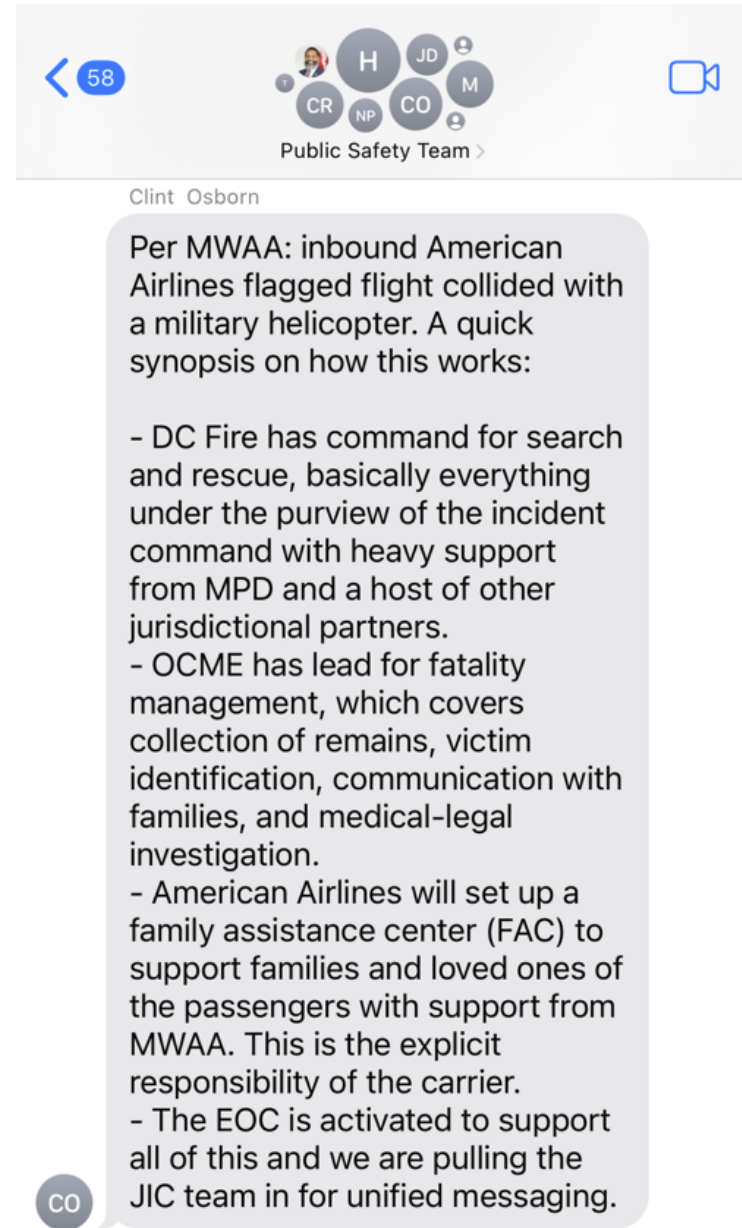
Deputy Director

DC Homeland Security and Emergency Management



January 29, 2025

9:13pm



The screenshot shows a group chat interface. At the top, there is a back arrow, a notification bubble with the number '58', a group icon with several member initials (H, JD, M, CR, NP, CO), and a video call icon. Below this is the group name 'Public Safety Team >'. The message is from 'Clint Osborn' and contains the following text:

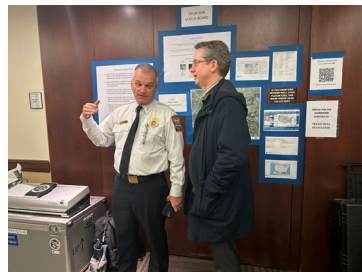
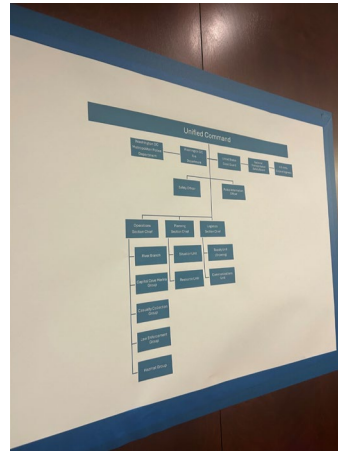
Per MAAA: inbound American Airlines flagged flight collided with a military helicopter. A quick synopsis on how this works:

- DC Fire has command for search and rescue, basically everything under the purview of the incident command with heavy support from MPD and a host of other jurisdictional partners.
- OCME has lead for fatality management, which covers collection of remains, victim identification, communication with families, and medical-legal investigation.
- American Airlines will set up a family assistance center (FAC) to support families and loved ones of the passengers with support from MAAA. This is the explicit responsibility of the carrier.
- The EOC is activated to support all of this and we are pulling the JIC team in for unified messaging.

A small 'CO' bubble is visible at the bottom left of the message bubble.

### INCIDENT OBJECTIVES

- Support recovery operations by coordinating resources for efficient recovery of casualties and debris while maintaining operational continuity
- Assist the NTSB Investigation by securing the crash site, supporting investigators, and documenting relevant actions.
- Protect first responder health and well-being by ensuring safety, minimizing exposure to hazards, and providing mental health support.
- Secure the perimeter and evidence by preventing unauthorized access, protecting critical evidence, and enforcing security protocols.
- Maintain stakeholder communication and situational awareness by providing timely updates, supporting affected communities, and adapting response efforts as needed.
- Ensure fiscal accountability by tracking expenditures, maintaining compliance, and ensuring financial transparency.



**67 FAMILIES**

**MASS CARE**

**RESPONSE**



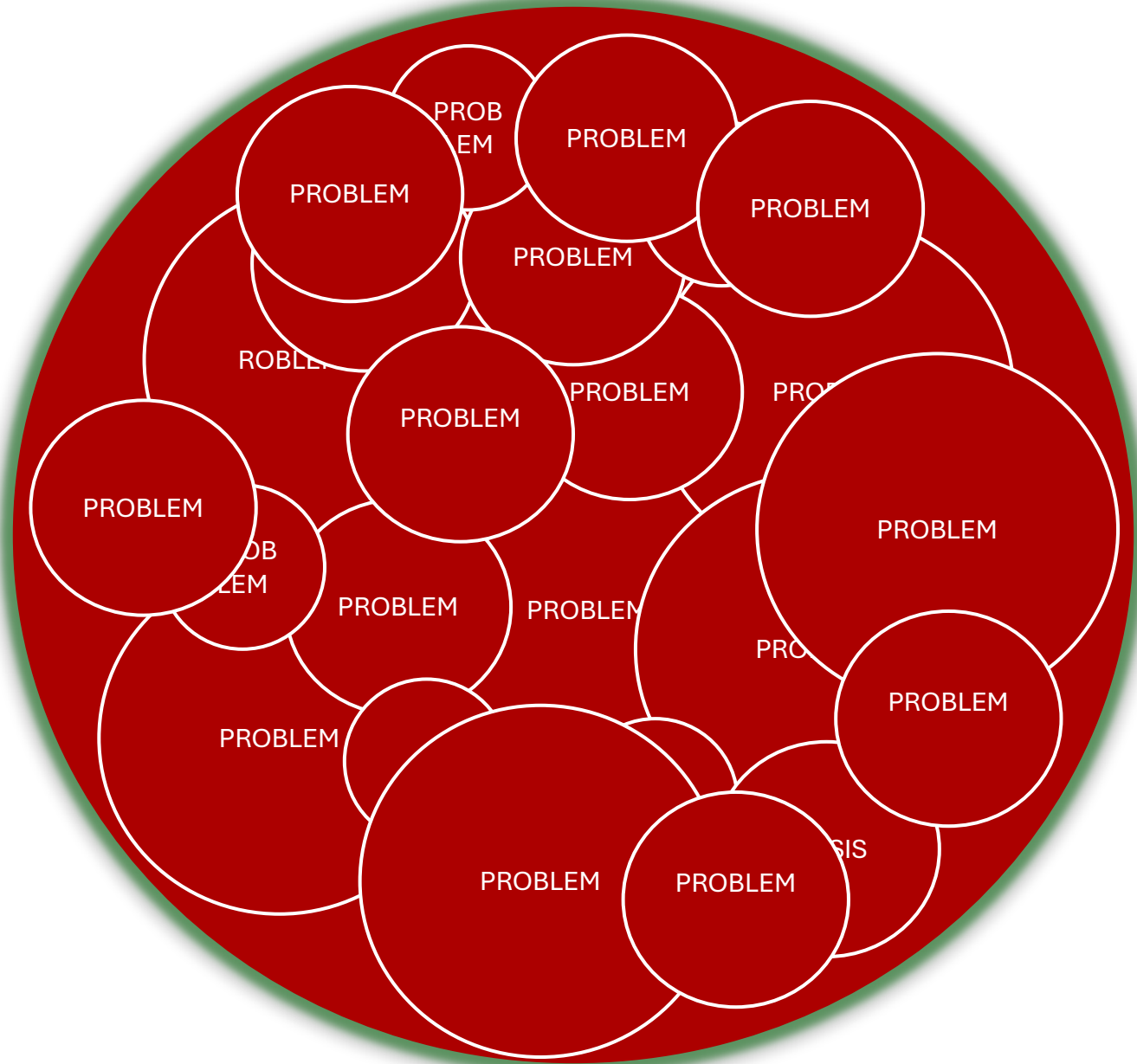
Emergency  
Response

DISASTER

Mass Care  
Response



**DISASTER**

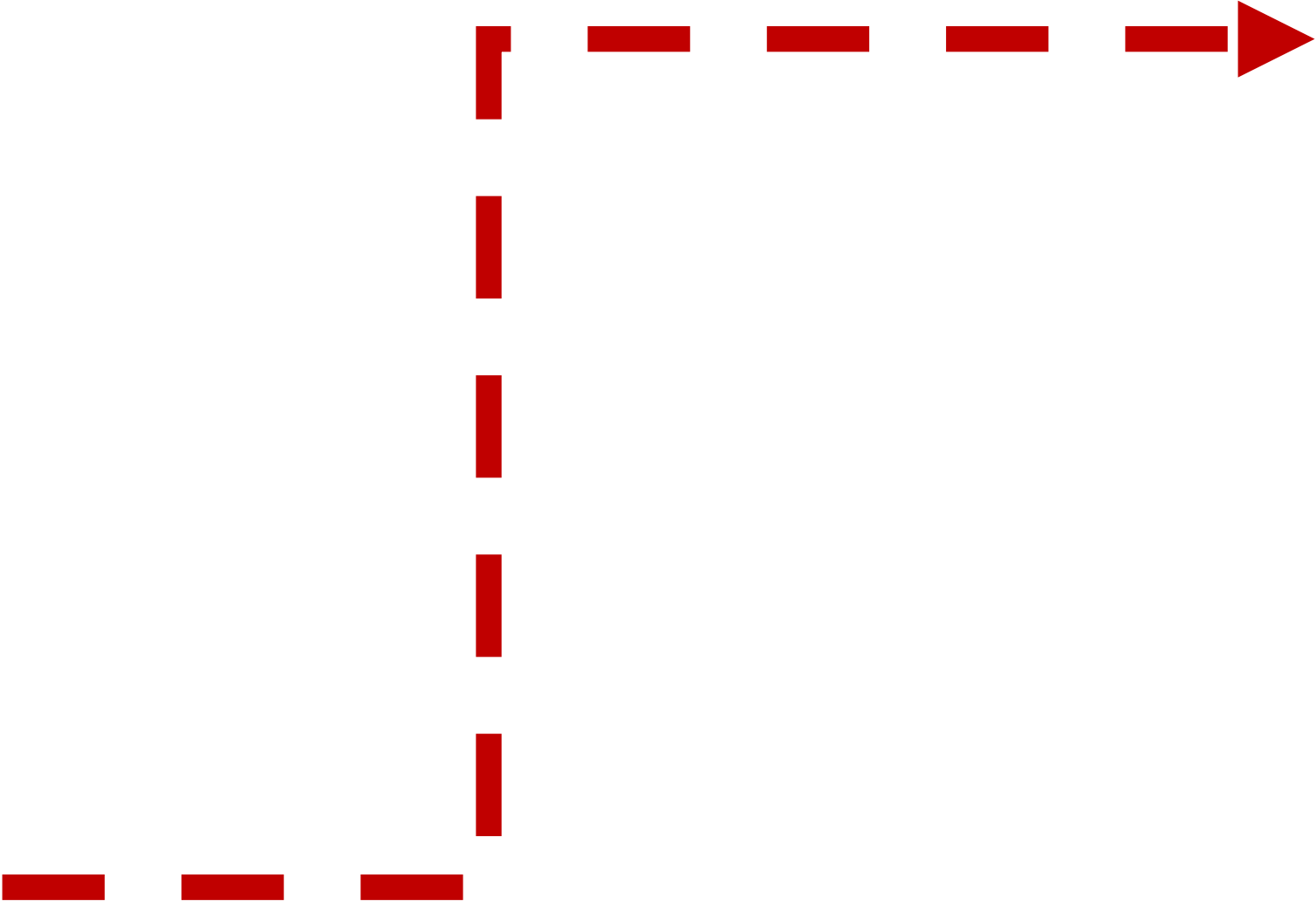


**AMES**

**-Russell Ackoff**

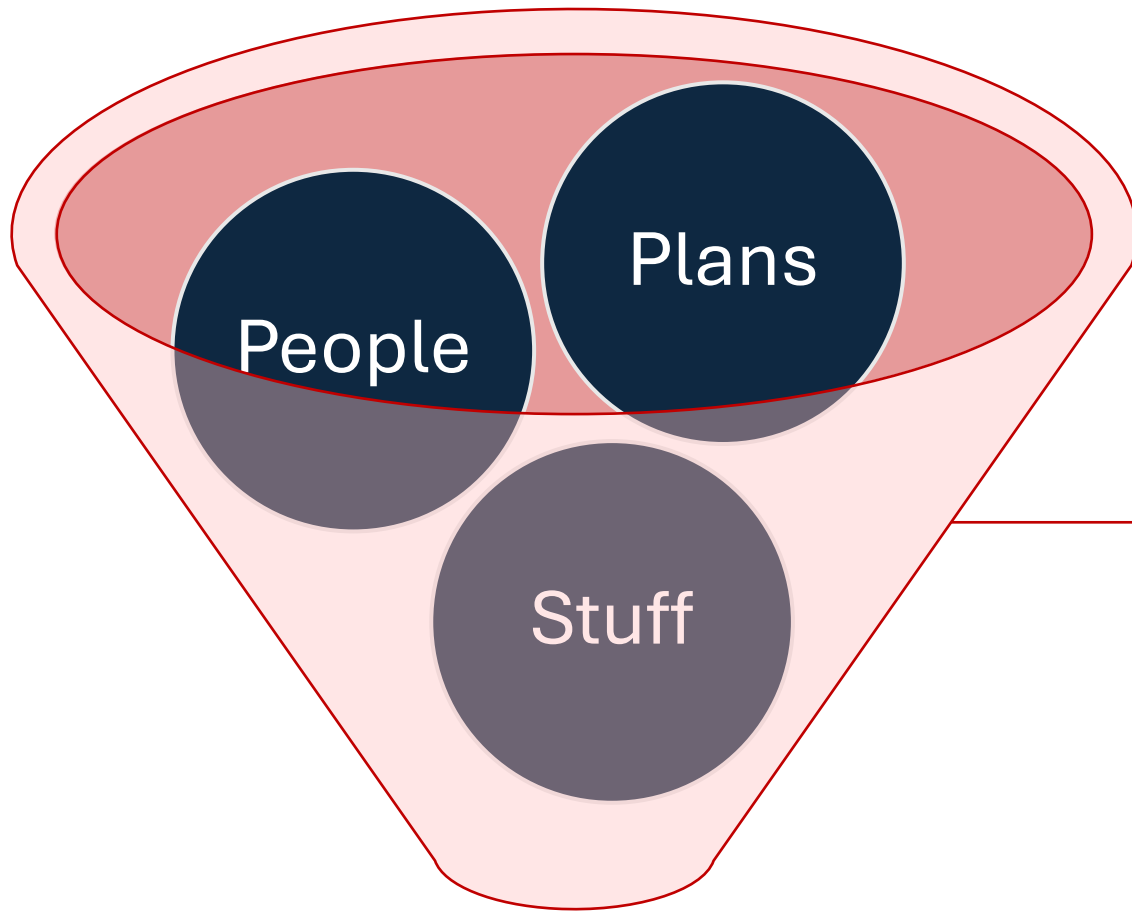
**A MESS**

**A MESS**



**COMPLEX INCIDENT**

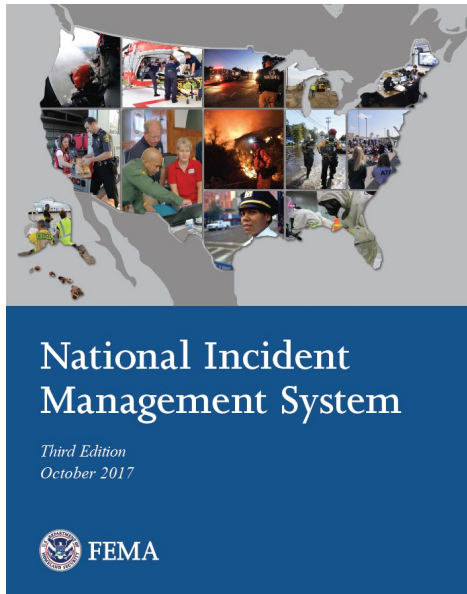
**MANAGEMENT**



Organization & Language



**OUTCOMES**



**Resource Management**

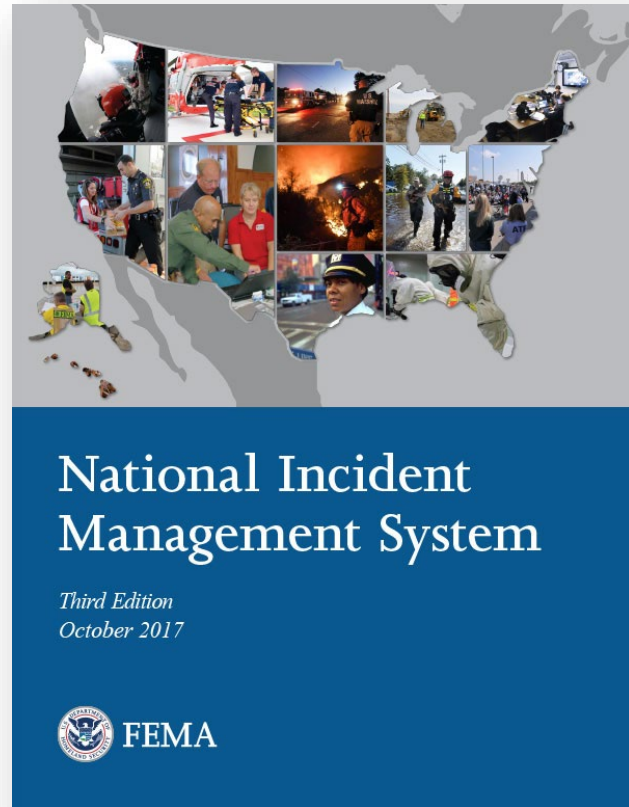
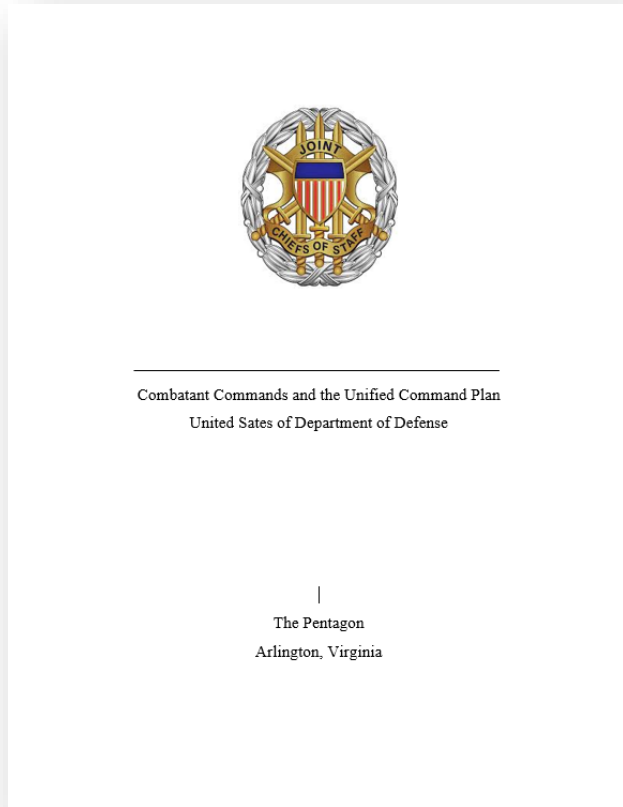
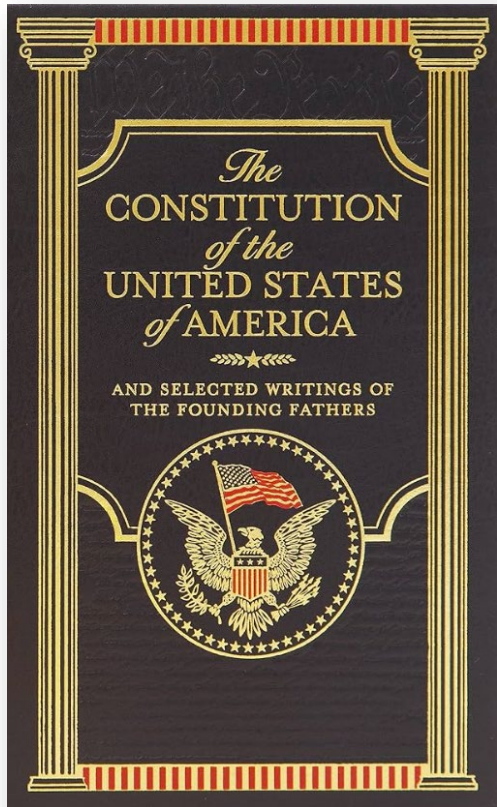
**Command and Coordination**

**Communications and  
Information Management**

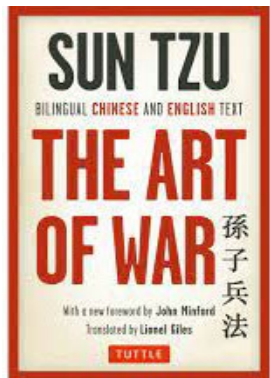
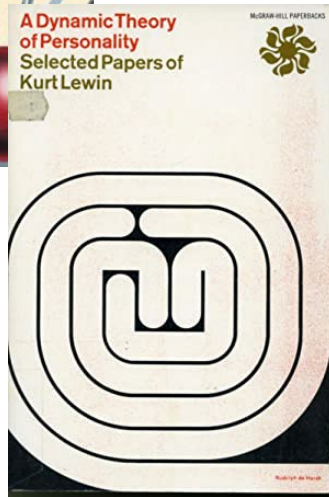
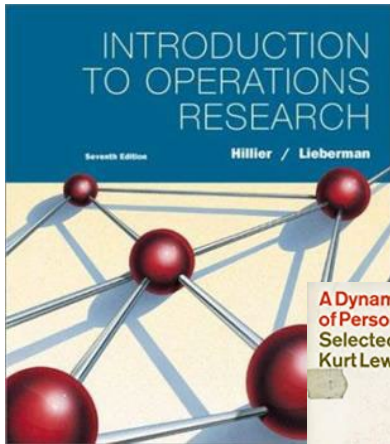
**Incident  
Command  
System**

**Multiagency  
Coordination  
Group**

**Joint  
Information  
Systems**



# Basis for ICS



## What Are the Unified Command Plan (UCP) and Combatant Commands (COCOMs)?

### Introduction

The Unified Command Plan (UCP) and associated Combatant Commands (COCOMs) provide operational instructions and command and control to the Armed Forces and have a significant impact on how they are organized, trained, and resourced—areas over which Congress has constitutional authority. In a grand strategic sense, the UCP and the COCOMs are the embodiment of U.S. military policy both at home and abroad. The COCOMs not only execute military policy but also play an important role in foreign policy, and Congress, in both oversight and budgetary roles, has shown great concern in this regard. All Combatant Commanders testify to the Armed Services Committees on an annual basis about their posture and budgetary requirements and frequently host Members and staff during a variety of congressional delegation visits.

### Unified Command Plan (UCP)

The Department of Defense (DOD) defines the Unified Command Plan (UCP) as

The document, approved by the President, that sets forth basic guidance to all unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility (AOR) for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders.<sup>1</sup>

The UCP is a classified executive branch document prepared by the Chairman of the Joint Chiefs of Staff (CJCS) and reviewed and updated at a minimum every two years. While the UCP is normally on a two-year cycle, it can be updated anytime based on changing strategic, political, and budgetary requirements. As noted, the UCP assigns missions; planning, training, and operational responsibilities; and geographic areas of responsibilities to COCOMs. The UCP is assessed and modified, taking into consideration the following strategic documents:<sup>2</sup>

- The National Security Strategy of the United States of America;
- The National Defense Strategy of the United States of America;
- The National Military Strategy of the United States of America; and
- The current UCP.

The UCP process also takes into consideration the strategic context (such as the war in Afghanistan, the global economic situation, relationships with allies, etc.) and command guidance from the President and senior DOD civilian and military leadership. As part of the final review

<sup>1</sup> Joint Publication 1-02, Department of Defense Dictionary of Military and Associated Terms, November 8, 2010 (as amended through May 15, 2011), p. 385.

<sup>2</sup> Information in this section is from a briefing provided to CRS by the Joint Staff Plans Division on October 7, 2010.

- Not a “fire department thing”
- Derived from military organizational development
- Well-established need for organizational frameworks

**Figure 4-3: Emergency Operations Organizational Structure**



“Everyone has a plan  
until they get punched  
in the face.”



-Mike Tyson

# *When India Failed in the Mumbai Terrorist Attacks*

Charlie Hebdo attack: A French intelligence failure?

The Boston Marathon Bombings: Who's to Blame and Why It Matters for Public Administration

Failure to stop Paris attacks reveals fatal flaws at heart of European security

31 Orlando police officers sued over their response to Pulse nightclub massacre that left 49 dead

Manchester Arena inquiry: MI5 'profoundly sorry' for not stopping attack

March 2023

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**A series of failures in Florida shooting mark week of stunning revelations**

**The police response to the Uvalde shooting was riddled with failures, a new DOJ report says**

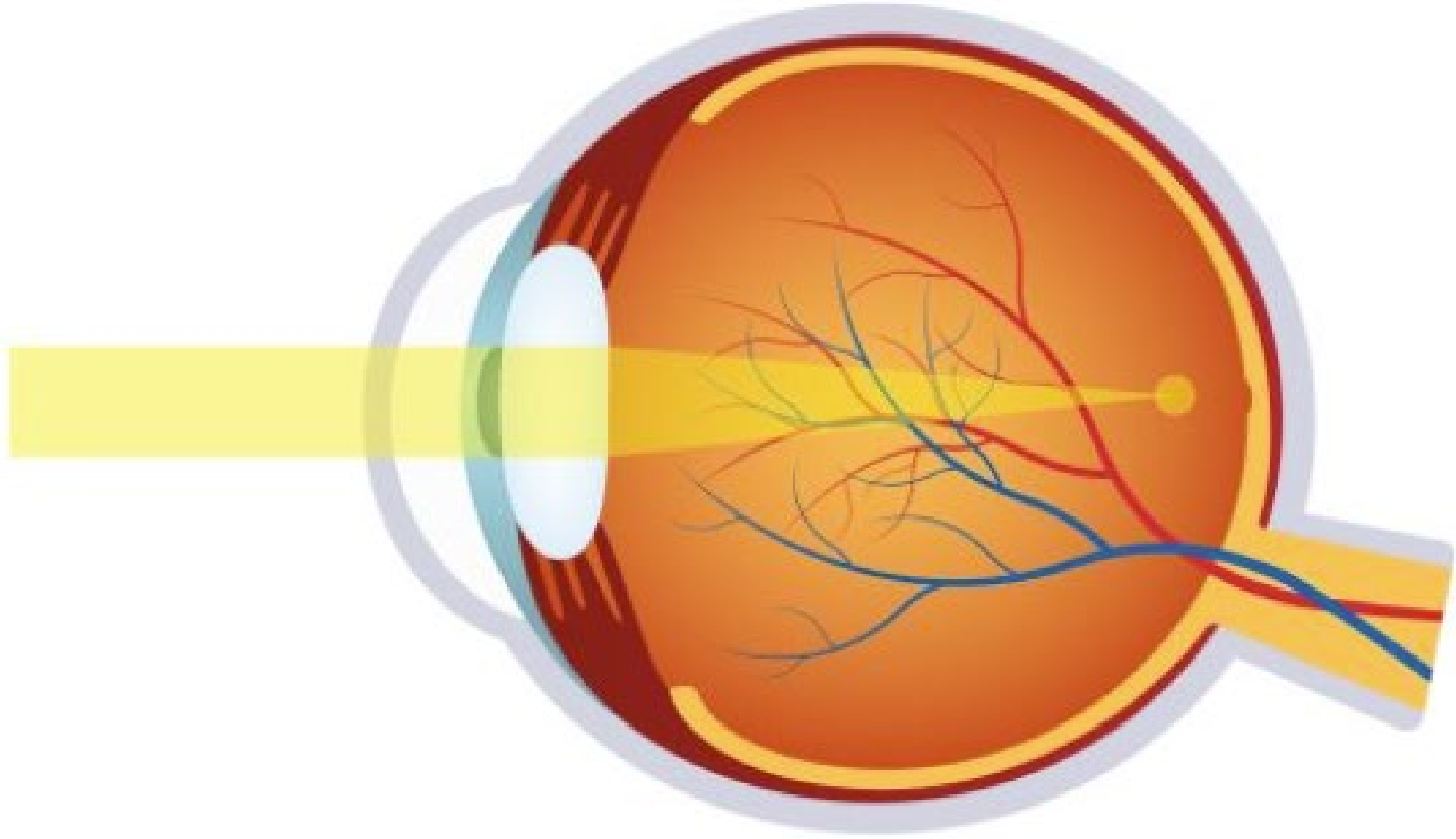
# AFTER ACTION REPORTS

- Communications
- Unified Command
  - Interagency Communications
- Emergency Call Centers
- Reunification and Victim Support
- Hospital Response
- Public Information
- Medium & Longterm Recovery

# KNOWN GAPS

“It is vital that family reunification operations begin early . . . family members responded to the scene causing safety concerns . . . the appropriate agency or organization [DHS] *never assumed leadership to ensure the process was strongly managed . . .*”

**Observation 20, Washington Navy Yard Shooting AAR**



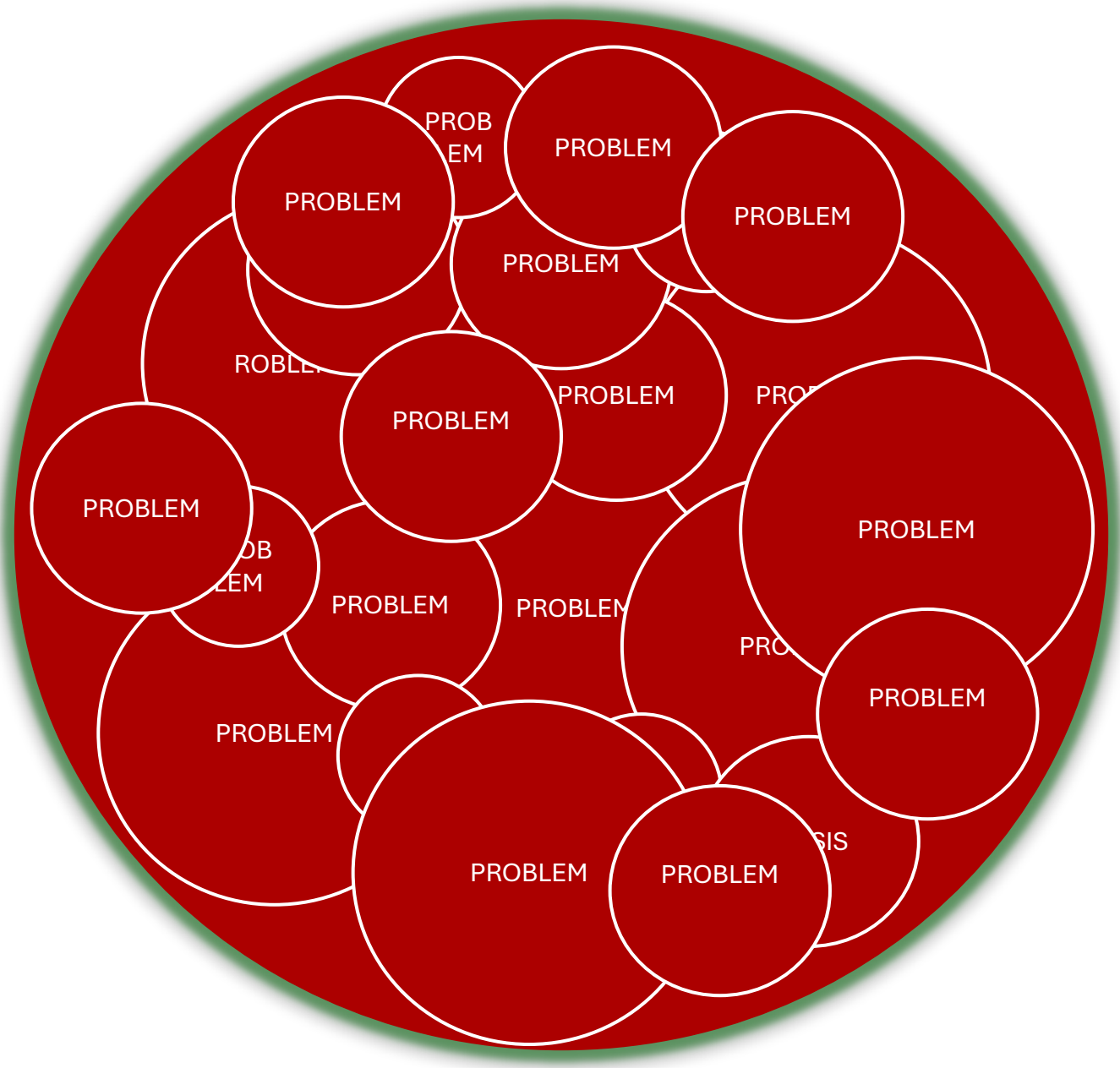
**INVEST IN MASS CARE.**

2,200

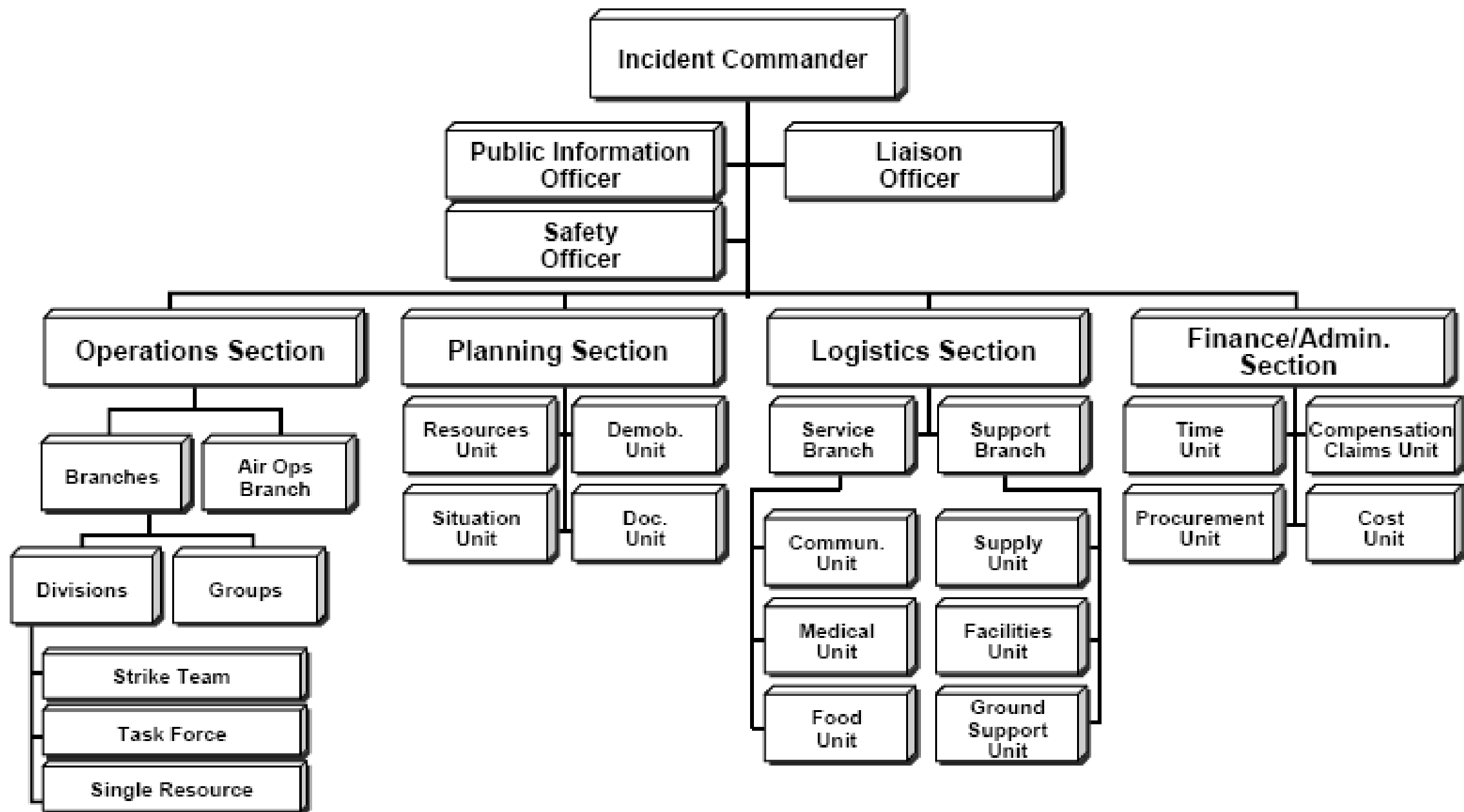
4

104,000

65%



- Public-safety style response capability
  - Incident Command integration
    - Training for IC 's
    - Unified Command
    - Transition recovery IC
  - Regular, recurring training and exercises will improve responses.
- Standing, always-on virtual Family Assistance Center
    - Single, regional reunification system and process
    - Streamlined, single entry, disaster case management system



83% of customers expect to interact with someone immediately upon contact.

83% of customers expect to resolve complex problems through a single person.

60% of consumers have switched brands due to a negative contact center experience.

The average response time for a customer service request is 12 hours and 10 minutes.

Nearly 80% of consumers still rank phone interactions as their preferred customer service channel.

60% of customers say it feels like they are communicating with separate departments, not one company.

87% of customers actively avoid buying from brands they don't trust

49% of customers had more bad customer service experiences in the past year compared to the year before.

52% of consumers expect to get their question answered within one hour of posting it on a brand's digital channels

73% of customers expect companies to understand their unique needs and expectations

# Clarification on Fictional Event: No Actual Plane Crash Involving American Airlines Flight 5342 or Figure Skaters in DC

January 31,

Clarification on Fictional Event 5342 or F

Recent search results for D.C., involving figure skaters and a plane crash. Below is a



erican  
ane cr  
r collis  
event  
words.

