

Checklist for the Construction and Operation of a Temporary Holding Area

1. Select the site where you will construct your temporary holding area.

a. Considerations:

- i. Is the site large enough to accommodate more refrigeration units should you need to expand?
- ii. Can you secure this location?
- iii. Is the site an area you can tent / screen to ensure privacy?
- iv. How will the site handle the noise of the refrigeration equipment and the power sources, such as generators? Will it overflow into residential areas?
- v. How will you power the refrigeration equipment? A hardwired power source is best, generators are also acceptable. Ensure you also have a backup power supply.

- b. Ideally, the site should be adjacent to your permanent facility to ensure easy transport between the permanent building and the temporary holding area.

2. Purchase Trailers / Containers.

- a. It is highly likely the use of these trailers will be long-term. Purchasing trailers over renting them will likely prove to be more cost efficient in the long run.

b. Specifications:

- i. A 40FT Trailer / Container can hold 46 deceased (23 per side) by building systems of shelving / racks that are 4 shelves high, going to 3 shelves nearest the cooling unit to ensure air circulation.
- ii. A 53FT Trailer / Container can hold 62 deceased (31 per side) by building systems of shelving / racks that are 4 shelves high, going to 3 shelves nearest the cooling unit to ensure air circulation.

3. Arrange for the delivery of trailers / containers.

- a. Considerations:
 - i. Trailers should be used if the area selected for the temporary holding area has the room to maneuver a tractor and trailer.
 - ii. Containers (with the use of a crane for placement) should be used if the area cannot accommodate a tractor and trailer. Do not place containers directly on the ground. They should be elevated by base, platform or similar apparatus, in case of flooding.
 - iii. Hire a professional to service and maintain the cooling unit, as they will be running 24/7 for several weeks and likely months.

Set Up the Site

4. Have screening in place to keep the movement of the deceased from public view.

- a. Tents / Awnings / Screens should be built around the opening of the trailer / containers.
- b. The walkways between the main facility and the temporary holding area must also be covered, including overhead to protect from weather and drones.
- c. Do NOT screen the front of the trailer / containers where the refrigeration unit is. This could cause carbon monoxide issues or prevent proper air circulation.
- d. A fest type tent is the best way to provide screening over the entire area, remembering to keep the cooling units outside of the tent.

5. Paint or cover any branding that may be on the exterior of the trailers / containers.

6. Connect the trailers / containers to your power supply.

7. Construct platforms and ramps for efficient and stable transport of the deceased.

8. Add lighting to the interior of the trailers / containers.

- a. The interior can be dark, making it dangerous for your staff to maneuver and also making it difficult to read rack numbers and identification numbers on

human remains pouches.

9. Build a racking / shelf system within the trailers / containers to hold the deceased.

- a. Professional mortuary racking systems can be purchased but may take time to fabricate and receive. We recommend plywood racking systems, for timeliness and cost efficiency.
- b. If using plywood, ensure final racking system is sealed and varnished to keep the wood from absorbing fluids and to prevent splinters.
- c. Shelf Separation:
 - i. 6.5FT L x 20 Inches High
 - ii. Alternatively, one side could be 5FT L x 20 Inches H, for storage optimization.
- d. Considerations:
 - i. Racking Unit should start inches off of the ground. DO NOT place bottom shelf on floor.
 - ii. Leave space at front of trailer for air circulation, otherwise human remains closest to cooling unit may freeze and ones farther away can get too warm.
 - iii. Remember to number the racks. Data management is integral and it is very important that, when human remains are recovered, staff know exactly where they are recovering the human remains from.

10. Install temperature and power alarm systems to alert when temperatures are no longer within appropriate range or power is out.

Begin Operations

11. Power up the cooling units.

12. Set temperature for trailer / container to 34-40°F / 1.1-4.4°C.

- a. Make sure the temperature is low enough to keep the deceased cool but not so low as to cause freezing.

13. Move the deceased into the new temporary holding area.

Continue Operations

14. Have security staff (fixed / roving) in place to monitor temporary mortuary.

- a. These facilities are likely to draw attention and security is necessary.
- b. Ensure they are briefed on how to appropriately manage families who may visit.

15. Conduct routine Preventative Maintenance Checks and Service (PMCS).

- a. Ensure someone is staffed to run PMCS on cooling equipment, generators and structures.

16. Remember to clean your units, especially if they are outside.

- a. Staff will be in and out of them, moving the deceased.

Other Considerations

17. Deceased should always be in Human Remains Pouches.

- a. Consider adding multiple tags to the exterior of the pouch, as well as to the arm and opposite foot of the deceased (choose the tag placement according to the side of the unit they are located).

18. When moving human remains, care should be given to the prevention of lifting injuries and to the manner in which deceased are moved.

- i. Use backboards to transport human remains pouches, as they provide stability.
- ii. Do not use a forklift. Instead use gurneys that can be walked up the ramps and into the trailer / containers.
- iii. Remember, the deceased are people and must be taken care of in a dignified and respectful manner.

19. Data Management is key.

- a. Do not change the numbering system typically used.

- b. Do not attempt to denote whether the deceased are stored inside or outside.
- c. Have a system in place to check when remains come in and when they are released.

20. Have a media statement prepared.

- a. The statement should explain why the temporary holding area was constructed. A simple statement like this should be prepared and given to staff -

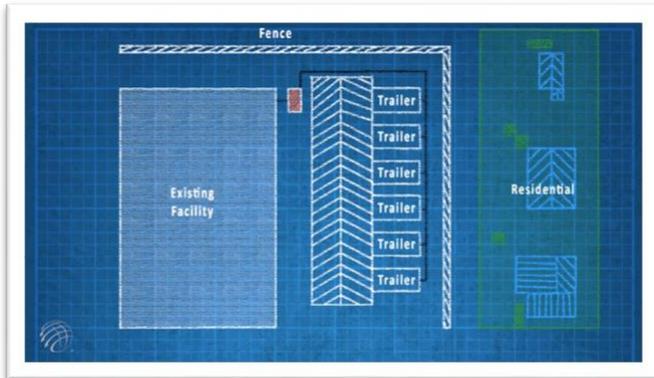
Our current facility was built and staffed for our regular operations, during these extraordinary times, we have opted to use refrigerated trailers specially equipped to hold the deceased. Each decedent is placed on their shelf, much like in our regular refrigerated facilities. Using these trailers has allowed us to rapidly expand and ensure families will have the time they need to make arrangements for their loved ones in accordance with their wishes.

21. Ensure you can explain to staff, stakeholders and, most importantly, families on what is occurring with the trailers / containers.

- a. Every action taken should be done so with the thought that a family member is standing right next to you. Would they find comfort in the actions you have taken?

We hope this information is helpful to you, if you have any questions, please do not hesitate to contact us at kenyon@kenyoninternational.com.

Supplemental Graphics



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- Can you secure this location?
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- Is the site an area you can tent / screen to ensure privacy?
- How will you power the refrigeration equipment? A hardwired power source is best, generators are also acceptable. Ensure you also have a backup power supply.



- Build systems of shelving / racks that are 4 shelves high, going to 3 shelves nearest the cooling unit to ensure air circulation.
- Shelf Separation should be: 6.5FT L x 20 Inches High.



- Add lighting to the interior of the trailers / containers.
- Remember to number the racks.