



City/County Police Department

**Badge of Honor
MEMORIAL FOUNDATION**

Casualty Assistance Plan

2006

The Badge of Honor Memorial Foundation

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I. Purpose

This plan is intended to establish guidelines and identify an operational framework in the event of serious injury or death of a Department employee or volunteer. The Department's response to a casualty will be based on the circumstances of the incident and reviewed on a case-by-case basis. The beginning of the plan addresses line-of-duty death incidents and other operational protocol in cases of on-duty serious injury and other death related events. This plan may be enacted in whole or in part at the discretion of the Chief of Police or the appointed designee. The plan may be used to assist in cases of non-duty related deaths of incumbent or retired employees.

II. Policy

The Department's role is to provide all necessary support and emotional care for the affected employee's family during and after the traumatic period. Core responsibilities include;

- Notifying the family of the casualty.
- Assisting the family at the hospital.
- Assisting the family with funeral and burial arrangements.
- Assisting the family with legal and benefit matters.
- Assisting the family during criminal proceedings.
- Providing long-term support and keeping apprised of family needs.

III. Terminology/Scope of Authority

- A. Casualty Assistance Coordinator - The Commander of the Administrative Support Bureau serves as the Casualty Assistance Coordinator in the event of a line-of-duty death. The Personnel Resources Division Commander will serve as the Assistant Casualty Assistance Coordinator on all events and will serve as the Commander in the absence of the Administrative Support Bureau Commander.
- B. Notification Officer – The Ranking Officer who is **immediately** available. During business hours, the Notification Officer will normally be the Chief of Police or designee. During non-business hours the Notification Officer will be the Staff Duty Officer or designee.



- C. Hospital Liaison Officer – A Squad Supervisor, designated by the Notification Officer, will act as the Hospital Liaison Officer until relieved by a Peer Support Supervisor.
- D. Family Assistance Coordinator – A specially trained Command Staff level Officer shall serve as the Family Assistance Coordinator. This officer shall be available to the family and the station/division commander on a 24-hour basis throughout the traumatic period. Additionally, the Family Assistance Coordinator will coordinate benefits in conjunction with the Casualty Assistance Coordinator. If applicable, the Family Assistance Coordinator will respond to the hospital to make contact with the family and assist the Hospital Liaison Officer.
- E. Communications Officer – The Director of Communications or designee shall serve as the Communications Officer.
- F. Public Information Officer – The Director of the Public Information Office or designee will be assigned to the incident to manage media related issues.
- G. Resource Team – The Casualty Assistance Coordinator will utilize Peer Support team members to provide assistance as needed or when requested.
- H. Traffic Commander – The Commander of the Traffic Division or designee shall serve as the Traffic Commander.
- I. Family Advocate Officer – An officer designated by the affected employee's Station/Division Commander. The Family Advocate Officer will assure communications with the family after the funeral are sustained long-term.
- J. Honor Guard Commander – The Assistant Commander of the Traffic Division or designee.
- K. Honor Guard Coordinator – The first line supervisor of the Honor Guard Team. The Honor Guard Coordinator coordinates all Honor Guard activities for a funeral and works closely with all personnel coordinating resources.
- L. Peer Support Team – Police Department personnel who serve to provide information, education and support to Department personnel affected by traumatic incidents.



IV. Line-of-Duty Death Procedures

A. OVERVIEW. A death notification contains three key elements: (1) timeliness, (2) proper agency representation, and (3) accurate information concerning the incident.

1. Timeliness is the most important of the three elements. It is vital for the family to receive an official, IN PERSON death notification before hearing of the death from the news media, concerned police officers or other sources.

2. The Police Department's goal is to make a death notification with the highest-ranking police official who is IMMEDIATELY available. When available, this will be the Chief of Police. If the Chief of Police is not available, the Staff Duty Officer will coordinate the notification.

3. Obtaining current and correct information before meeting with the family is essential in conducting a death notification. The family deserves to have their questions answered with as much detail as they desire. Usually, complete information will not be available immediately after a death. If asked a question for which you have no answer, explain that you do not have that information, but you will find out as soon as possible. It is not the Police Department's role to screen information concerning the death.

The challenge of conducting a proper death notification is providing a proper mix of these three elements. The goal is to conduct a death notification quickly by the ranking police official who has current and correct information.

B. DEPARTMENT NOTIFICATION. The Chief of Police shall immediately be apprised by the Staff Duty Officer or the Station/Division Commander of the death of any Department employee. This will be followed up with a notification to the Administrative Support Bureau Commander, or the Commander of the Personnel Resources Division if the Bureau Commander is not available.

C. FAMILY NOTIFICATION

1. The Notification Officer's responsibilities are:

- Notify the family of the death.
- Designate the Hospital Liaison Officer.
- Make arrangements to transport the family to the hospital.



- Notify the Hospital Liaison Officer when the family is en route to the hospital.
- Inform the Public Information Officer when all immediate family members have been notified.

D. NOTIFICATION PROCESS

A death notification is an emotionally demanding event that requires flexibility and preparation of the Notification Officer. Each death notification involves unexpected situations and events for which the Notification Officer must be prepared.

Therefore, the Notification Officer should ALWAYS assemble a notification team (two or more people) to assist in the notification. This team may consist of a Chaplin, a Peer Support Team member, a close friend of the family, Mobile Crisis, or any appropriate individual(s). Remember, timeliness is the key. Team members must be immediately available to assist you during the notification.

To prepare for a notification, you must obtain current information on the event, assemble the notification team and select a Hospital Liaison Officer. Determine who will be the primary speaker and what roles the other members of the team will perform. Rehearse what will be said. Expect the unexpected.

If possible, verify the name and address of the (current) spouse, children and parents before arrival at the family's home. Try to determine if there are any family medical requirements for which you need to be prepared. It may be judicious to have a Medic Unit pre-staged near the family's home.

Upon arrival at the family's home, identify yourself, verify with whom you are speaking and ask to come into the home. Do not make a death notification in the doorway of the home. Ask if anyone else is in the home and request that everyone gather together, including the children.

When addressing the survivors, sit reasonably close and speak directly to them. Be willing to make gentle, comforting, physical contact, unless their responses indicate that they prefer otherwise. Speak slowly and coordinate your statements with their emotional responses. This will allow them to control the flow of the conversation and prepare them as you proceed together. A useful tool to use for the notification is **The Sequential Notification Technique** [Leash, R. Moroni "Death Notification: A Practical Guide to the Process, p.52, copyright 1994], the steps of which are discussed in the following subparagraphs:



1. Begin by asking the family member(s) what they already know about the situation.
- 2 Bridging from what they know, give a brief description of additional events that led up to the employee's arrival at the hospital or the scene of the death. If they know nothing of the event, start from the beginning.
- 3 Give information regarding the resuscitative efforts made on behalf of the employee.
4. Conclude with the employee's response to the treatment, the statement of death, and a brief explanation of the cause of death.

EXAMPLE DEATH NOTIFICATION

Police - "Hello, Mary. I am Lt Smith and this is MPO Miller. We are [NAME OF JURISDICTION] Police Officers. I want to talk to you about your husband, John. Please, have a seat. Is anyone else home right now?"

Spouse - "No, but my daughter will be home from school any time now."

Police - "OK. Do you have any idea why we are here?"

Spouse - "No, no one has told me anything! Please, tell me what's wrong!"

Police - "Well, today John was directing traffic at Route 555 and Rose Street. It appears a driver did not see John in the intersection and a passing motorist struck John. The motorist stopped to help your husband."
(Pause)

Spouse - "How badly is John hurt?"

Police - "John received injuries that are very hard to survive. Medic units were called immediately and a short time later John was flown to [NAME OF HOSPITAL] Hospital in our police helicopter. When John arrived at the hospital, the emergency medical staff attended to John's injuries immediately, but unfortunately, the injuries were too severe to survive. John died at the hospital. He had received severe internal injuries and he died at about 3:15." (Pause)

Police - "I know this is very difficult for you. There was just no way he could have survived. I am very sorry for your loss."

The notification process should not attempt to shield the family from what they need to know. The family should not be left with a false sense of hope. If the officer has died, use words such as "died" and "dead". Do not use phrases such as "passed away" or "gone away".

The family's reactions may include hysteria, anger, fainting, physical violence or shock. The Notification Officer should make every attempt to obtain the names of other immediate family members and offer



assistance in notifying them.

It is the Notification Officer's responsibility to get the family to the hospital safely. It is highly recommended that family members DO NOT drive themselves to the hospital. If the family insists on driving, the Notification Officer should ensure a member of the Notification Team accompanies them in the family car.

Because the news media monitors our radio frequencies, the Notification Officer shall notify, by telephone, the Hospital Liaison Officer that the family is en route to the hospital.

After the immediate family members have been notified, the Notification Officer should inform the Public Information Officer so that a news release may be made.

E. TRANSPORTATION OF AN INJURED/DECEASED OFFICER'S CHILDREN FROM SCHOOL TO THEIR HOME OR THE HOSPITAL.

When an officer is injured or killed, the Police Department should provide transportation not only for the spouse, but also for all the family's children who are in school. If the injured/deceased officer's spouse is available, the spouse should contact the school and inform the school that a police officer is coming to the school to pickup the child. If the spouse is not available, the Notification Officer, or his designee, should call the school, explain the situation and inform the school a police officer is coming to the school to pickup the children. If possible, the spouse/Notification Officer should talk directly with the school principal. Notification should also be made to the School Liaison Commander for additional coordination.

F. HOSPITAL LIAISON OFFICER. The Hospital Liaison Officer's responsibilities are:

- Coordinate the arrival and arrange for reserved areas for the family, officials, media and others.
- Ensure the family waiting room contains a telephone capable of making outside calls.
- Act as liaison with the hospital staff to include security personnel.
- Meet the Notification Officer and the family members upon their arrival at the hospital.
- Ensure the family receives prompt medical information.



- Ensure family needs are met while at the hospital.
- Assist hospital staff with maintaining the hospital's efficiency when numerous police officers arrive to grieve or show support for the family.

During most events, a patrol officer will accompany the injured/deceased officer to the hospital and they will arrive before the Hospital Liaison Officer. Therefore, the hospital staff will be aware of the situation and hospital representatives will be looking for a Police Department representative (the Hospital Liaison Officer). It is the Hospital Liaison Officer's responsibility to make liaison with these hospital representatives. The Hospital Liaison Officer can expect to be assigned this position for several hours until relieved by a Peer Support Supervisor or other competent authority.

The first representative the Hospital Liaison Officer should contact is **Family Services (PHONE NUMBER)**. Family Services provides a trained social worker who works with grieving families while the families are at the hospital. This representative can help with obtaining a waiting room and telephone for the family, taking care of family needs, making liaison with the medical staff and answering questions about hospital procedure. The Family Services representative is an indispensable resource for the Hospital Liaison Officer. Emergency room nurses work directly with emergency room patients. DO NOT request assistance for the family from emergency room nurses.

The second representative to contact is **Hospital Security (PHONE NUMBER)**. Hospital Security will assist the Hospital Liaison Officer by identifying parking lots and opening conference rooms for the officers arriving to mourn or show support for the family. Hospital Security will also be aware of media presence and can assist by providing a media staging area. Additionally, Hospital Security can provide hand held radios which will transmit within the hospital building (Police radios typically do not receive or transmit inside the hospital). It is recommended that the Hospital Liaison Officer assign one patrol officer to each hospital security guard who is assisting during the event.

The third representative to contact is **Hospital Registration**. PROVIDE PHONE/PAGER NUMBERS.

Hospital registration enters the patient into the hospital system. The Hospital Liaison Officer should provide Hospital Registration with the Police Department's billing address:

[Jurisdiction Name]

Police Department Address

Contact Person: Bureau/Division Commander – Phone Number

After establishing these liaisons, check with the patrol officer who is with the



injured/deceased officer. Provide assistance/relief as needed and monitor the officer's emotional well being. Remember, this is a critical incident for everyone involved.

When the Notification Officer informs you of the family's pending arrival, select a hospital entrance away from any media. Hospital Security can assist with this. Escort the family to their waiting area. Ensure the attending doctor briefs the family as soon as possible. The Family Services representative can assist in arranging this brief. Police Department personnel shall not act as an intermediary between the family and the doctor. While with the family, provide any assistance the family may require (food, drink, restroom).

If the officer is seriously injured, get the family to the injured officer as quickly as possible, **especially if the officer is near death**. If the officer is deceased, arrange for the family to be with the deceased officer. This is a common practice and the hospital staff will prepare the officer's body for viewing. View the officer's body before the family and explain to the family what they will see before they enter the room.

G. FAMILY ASSISTANCE

1. The Family Assistance Coordinator is responsible for coordinating all family assistance and may delegate certain functions to the Resource Team. These responsibilities include:

- Make contact with the family and respond immediately to the hospital.
- Act as liaison between the Department and the family, while maintaining the family's best interests.
- Remain current on information surrounding the incident in order to brief the family.
- Contact additional resources, which may further assist the family, if the need arises. For example, a CIB investigator may be needed to assist in explaining the need for an autopsy.
- Work closely with the Resource Team in order to assist the family in planning the funeral arrangements and ceremonies, and logistics and accommodations for out-of-town family members.
- Apprise the family of available support and benefits. Special care should be taken to ensure the detailed benefit discussions are limited. The Commander of the Administrative Support Bureau will ensure an



immediate detailed explanation of all benefits is provided to immediate family members who have the authority to handle such issues. Also understand that in many cases an explanation of benefits may need to be postponed or repeated due to the family's stress of the moment. Discussion concerning benefits of individual employees is confidential information which only the ASB Commander has authority to release to authorized family members.

- Carry a portable cellular phone to ensure an open line of communication is maintained.

2. Family Interest. Extreme sensitivity on the part of the Family Assistance Coordinator is essential. For that reason, the Casualty Assistance Coordinator selects a specially trained Command Staff level officer as the Family Assistance Coordinator. As the primary "facilitator" between the family and the Department, this command-level officer has the responsibility of making the family aware of the services and support the Department can offer. The officer shall be available to the family on a 24-hour basis throughout the traumatic period until the burial. This officer should affirm to the family the Department's commitment to them as an extended part of the "police family." Reinforcing the needs of the family is paramount and comes before the wishes of the Department.

3. Family Information. The Family Assistance Coordinator must be kept abreast of the information concerning the incident to keep the family informed of the investigative status. All available information should be released to the family.

When meeting with the family concerning the funeral arrangements, the Family Assistance Coordinator and Resource Team should ensure the Department is not perceived as attempting to take over the funeral arrangement process. Most officers have not prearranged their wishes for the handling of their own funerals. Thus, the family may need to be briefed concerning all aspects of a police service ceremony.

Should the family decide to have a "law enforcement" funeral, the family should be made aware of what the Department can offer in the way of assistance. The Honor Guard Coordinator will inform the family of the details involved for a police funeral and what the Department can offer. Assistance to the family may include such preliminaries as helping with the selection of a funeral director, memorial site and the church service. The family will be briefed on available funeral provisions such as a burial uniform, Casket Guards, an Honor Guard Burial Team, Color Team, the services of a Police Chaplain, firing party detail, bugler, bagpiper and vocalist. During this process, the Family Assistance Coordinator, Resource Team Members and the Honor Guard Coordinator should work



together to fully brief the family. The ASB Commander will discuss the financial aspects of the funeral with the family and make contact with service providers to coordinate billing issues.

H. COMMUNICATIONS

1. Communications Plan. If the incident occurs on-duty, the Director of Communications or an appropriate designated first-line supervisor shall serve as the Communications Officer. Within 24 to 36 hours of a death, a formal communications plan shall be prepared by the Communications Officer, the Casualty Assistance Coordinator and the Honor Guard Coordinator. This plan will detail anticipated crowd levels, specify transportation protocol, establish a uniform of the day and include any other necessary information, which may need to be released concerning the funeral arrangements. Consideration should be given in developing the plan as to how the information will be released and its impact on other employees.

2. Communications Officer Responsibilities:

- Work directly with the Casualty Assistance Coordinator and the Honor Guard Coordinator to formalize a communications plan within 24 to 36 hours of a death.
- Receive approval from the Casualty Assistance Coordinator or designee prior to the release of any information.
- Utilize the National Law Enforcement Teletype System (NLETS) as the clearinghouse for the national distribution of information for a line-of-duty death.

3. Information Release Protocol. The following notification modes are required to announce the death of the officer:

- A general release through NLETS.
- An intra-departmental release (via established communication modes) to ensure that all members of the agency are informed.
- An initial notification shall provide: The full name of the officer, departmental entity to which the officer was assigned, the date and time of death, the circumstances of the death (if this information is not sensitive), and a statement indicating that funeral details will be forthcoming.
- Subsequent releases shall specify funeral arrangements and



prescribe the details for the participation of representatives from other law enforcement agencies. Information should be released through consultation with the Casualty Assistance Coordinator and the Honor Guard Coordinator.

- Notification should also be made to retired employees through their communication network.

4. Inquiries. A central number at PSCC will serve as the designated point of contact for general inquiries. Inquiries may include the following:

- Funeral arrangement details.
- Reporting times for the Honor Guard Units.
- Specific directions to the services site.
- Information on local accommodations (which will be referred to a Resource Team member).
- Estimated number of attendees.
- A roster shall be maintained by the Communications Officer of all departments known to be sending representatives to the funeral. This information should be coordinated with the Resource Team and, after the funeral, forwarded to the Casualty Assistance Coordinator.
- Convey any special requests by the family relating to donations to organizations, causes, etc.

I. PUBLIC INFORMATION (PIO) COORDINATION

1. The PIO Director is responsible for notifying personally or through a designee all appropriate ranking Police Department officials, senior county executive staff members, County Public Affairs, Board of Supervisor members, and other appropriate staff.

2. The name of the officer must never be released to the media prior to notifying all immediate family members living in the area. If the media already has the officer's name, they should be requested to withhold this information, pending notification of next of kin. The Notification Officer shall advise the PIO when all of the immediate family living in the area has been notified. Only upon receipt of this information may PIO release the name of the officer to the media.



3. A PIO representative should respond to the hospital to serve as liaison to any on-site media. The Chief of Police, affected Deputy Chief, Casualty Assistance Coordinator and the PIO Director will confer regarding the feasibility or desirability of conducting any type of formal news conference relating to the incident. If the family members elect to participate in the news conference, PIO shall coordinate such arrangements.

J. FUNERAL ARRANGEMENTS

1. Responsibilities. The Family Assistance Coordinator, with the assistance of the Resource Team and the Honor Guard Coordinator shall:

- Act as facilitator between the family and the Department during the viewing and the funeral.
- Be constantly available to the family during the viewing and the funeral.
- The Family Assistance Coordinator shall meet with the family to discuss the responsibilities of the Resource Team during the funeral.
- Coordinate with the Honor Guard Commander to provide the family with information concerning the locations of churches and reception halls large enough to accommodate the expected number of attendees.
- In conjunction with the Honor Guard Coordinator, meet with the family and the funeral director regarding the funeral arrangements.
- Communicate the family's requests to the funeral home and the selected member of the clergy.
- Arrange through the Honor Guard for the delivery of a 5 x 9.5 casket-size national flag to the funeral home.
- Obtain a complete uniform of the appropriate rank and deliver it to the funeral home. Special attention must be given to locating the personal property, being particularly attentive to wedding rings, medals, and nametags.
- Coordinate with the affected station/division commander and the Traffic Division Commander to complete an itinerary for the funeral. The Traffic Division Commander shall be responsible for traffic control during the procession.



- Arrange with PIO for a program to be produced and printed.

2. Funeral Service

The Honor Guard Coordinator will be the lead for all Police Department activities as they relate to the funeral service. The desires of the family regarding arrangements shall be primary concerns. Facility selections to accommodate a large number of attendees will be coordinated with family and clergy. Police Chaplin Director may be used to officiate services or family clergy may officiate.

The Honor Guard Commander, in conjunction with the Family Assistance Coordinator, will make the family aware of what alternatives and resources the Department offers. The exact nature of the services must be left to the family's decision. Information concerning the funeral arrangements and other pertinent information should be provided to the Communications Officer and the Director of PIO as soon as possible.

The family may elect to secure the participation of one or all of the following: Honor Guard Burial Team, Color Team, Casket Guard, Firing Party, Vocalist, Bugler and Bagpiper. Funeral team procedures are:

At the viewing and during the viewing hours, The Honor Guard will be present. Two team members will stand guard at the casket for periods of 20 minutes at a time. Changing of the Guards will be done with the utmost dignity.

A six-member Honor Guard Burial Team will act as pallbearers and handle the movement of the casket. They will fold and present the national flag to the Chief of Police for presentation to the next of kin at the interment. Pallbearers, under the direction of the Honor Guard Coordinator, shall report to the Honor Guard Commander and the funeral director at least 24 hours prior to the funeral.

Six members of the Honor Guard shall serve as members of the Color Team. Four will be the color bearers with two guards. The Color Team leader will carry the national flag, give the color team commands and be responsible for the movement of the team. One member will carry the State flag, one will carry the County flag and one will carry the Department flag.

A seven member Firing Party will honor and salute the deceased



employee. The team leader will control movement of the team and the execution of fire. The firing team shall position themselves at the gravesite prior to the arrival of the funeral motorcade. The team shall be positioned so that when firing a volley the team will be firing over the deceased's left shoulder.

A selected member of the Honor Guard will play "Taps." In lieu of Taps, a bagpiper may play a melody at the family's request.

3. Selecting the Funeral Detail

The Honor Guard Coordinator will be responsible for the selection and briefing of the funeral detail. The Resource Team should assess the emotional capabilities of the officers assigned to the funeral detail. Under no circumstances will an officer be assigned a role with which they are uncomfortable. Personnel involved in the funeral detail should be instructed to try to maintain composure to assure the professional conduct of police operations and to remain of service to the family. If need be, alternate officers should be available to replace a member overcome by emotions.

4. Church Service coordination

For the church service, the Honor Guard Coordinator should:

- Designate an appropriate location for a pre-funeral briefing prior to the funeral and conduct an "all-hands" briefing at least two hours before the funeral service begins. The purpose of the briefing is to convey proper funeral etiquette, inspect uniformed personnel and ensure uniformity of personnel by providing additional uniform accessories. During this briefing, the Uniform Property Officer shall be present to assist with equipment and uniform needs. An ample supply of black bands for the badges shall be made available at the funeral service.
- Setting up a sound system for the church service and the interment site. This should be coordinated with the Criminal Justice Academy's Video Unit.
- Ensure all cruisers used for funeral activities and family transports are washed and cleaned and all officers serving as drivers are in a Class A uniform.
- Designate Honor Guard Team members as ushers for seating.
- Coordinate the details of the service with the clergy, the Family



Assistance Coordinator and the Traffic Commander.

- Reserve seating in the church for family and friends, the deceased officer's squad members, the Command Staff and other dignitaries, if possible. One Honor Guard Team member shall be assigned to accommodate staff officers and dignitaries.
- Designate a member of the Honor Guard to call the detail to attention and present arms if the casket is draped with the national flag as the casket is taken to and from the church.
- Direct all uniformed, non-uniformed and retired Department personnel to assemble at an appropriate area preferably in front of the church. Visiting police personnel also should be directed to assemble in an appropriate area.
- The Honor Guard Coordinator or designee shall brief the detail on what will take place prior to the arrival of the hearse.

5. Coordinating the Gravesite Service. For the gravesite service, the Honor Guard Coordinator should:

- Ensure the funeral detail (pallbearers) arrives ahead of the procession and is accompanied by the Honor Guard.
- Ensure the Detail Leader coordinates the re-assembly of uniformed personnel and dignitaries (leaving an open path for the Honor Guard from the hearse to the gravesite).
- Inform the Chief on where to stand and the name and relationship of the family member who will be receiving the flag.
- Coordinate a helicopter fly-over with the Helicopter Division.
- Coordinate the "on-air" retirement of the EIN with Communications.

6. Coordinating Media Coverage

Every attempt will be made to minimize media intrusiveness into the privacy of the survivors. In accordance with the family wishes and any restrictions inherent in the religious service, PIO will coordinate with the Honor Guard Commander to arrange appropriate news coverage of the funeral activities. Coverage may include the actual funeral service, areas surrounding the funeral service, the funeral procession and the



interment. In conjunction and coordination with the Honor Guard Commander, an appropriate media staging area will be established and a PIO member detailed to it.

7. For every line-of-duty death, the Honor Guard will collect the names of every law enforcement agency in attendance at the funeral. This information will be forwarded to the Casualty Assistance Coordinator within 48 hours following the funeral service so that the Chief of Police may prepare thank you letters to each agency.

K. RESOURCE TEAM

1. Resource Team responsibilities:

The Casualty Assistance Coordinator will designate at least one supervisor and two Peer Support Unit members as the Resource Team. The team will work closely with the Family Assistance Coordinator, Honor Guard Commander and the Casualty Assistance Coordinator. This team has the responsibility of identifying, compiling and coordinating resources available to the family.

Additional responsibilities of the Resource Team include:

- Track all offers of donations (both monetary and non-financial) from individuals, corporations and groups and coordinate these contributions with the Family Assistance Coordinator.
- Coordinating with the Police Association and the Police Wives' Club for food and childcare services. These services may be requested at the home before and after the viewing and funeral service.
- Arranging for adequate medical coverage for the day of the funeral. This may include a doctor to assist the family and a number of ambulances and medical technicians to be present during the church and gravesite services.
- Arranging for a Department photographer to record the graveside service.
- Coordinating lodging and travel issues (see Section I).

L. LODGING AND TRAVEL

1. The Resource Team shall be responsible for the following lodging and travel issues:



- Obtaining a preliminary estimate of the total number of anticipated attendees (from the Communications Officer or Family Assistance Coordinator).
- Identifying area hotels/motels willing to offer discounted or group rates and reserving adequate lodging in locations in close proximity to the funeral home or family home.
- Providing support to the Family Assistance Coordinator with any necessary lodging accommodation confirmations for incoming family members. If possible, room numbers, addresses and telephone numbers of the lodgings should be obtained to facilitate contact with the immediate family.
- Arranging the transportation of relatives and visiting department personnel arriving at local airports, bus terminals, or train stations.
- Briefing the incoming relatives of the immediate family location (i.e., hospital, funeral home, and family home). The relatives should also receive maps and complete directions to include the exact location(s) and times of the viewing, funeral, and interment in case they elect to rent a car or become separated from other family members.
- Providing transportation, as needed, for relatives to the viewing and funeral services.

M. **TRAFFIC CONTROL & SERVICES.** The Traffic Division Commander or designee shall serve as Traffic Commander. This officer may be assisted by Motor Section Supervisors who have daily contact with the area funeral homes and experience with large escorts. Additional responsibilities of the Traffic Commander include:

- Coordinating (with the Family Assistance Coordinator) the funeral arrangements agreed on by the family.
- Survey the locations chosen by the family for the viewing, funeral services and interment. The survey will examine the following:
 1. Traffic direction required for people attending.
 2. Parking space availability, to include determining a suitable nearby area for overflow parking.



3. Determine escort routes for the family to the funeral service and for the procession from the service to the cemetery.
4. Apprise the Casualty Assistance Coordinator of all arrangements made regarding traffic control and parking (such as overflow parking capabilities and additional personnel support required by auxiliary officers or the State Police).
5. Obtaining any additional equipment needed such as cones and signs (which may be obtained "in-house," from State DOT).
6. Ensuring all emergency equipment on vehicles is activated during the escort and procession (except sirens). A double formation shall be utilized for the motors.
7. Assigning an officer to ensure that there is separate designated parking for civilian vehicles, motors and other vehicles to facilitate the procession from the funeral to the cemetery.
8. Establishing the procession route from the funeral service to the cemetery and arranging for any additional traffic control deemed appropriate. When feasible, police authority will be utilized to close the roads. This will keep traffic disruption to a minimum and assure the safety of those in the escort.
9. Coordinating the order of the procession, which will typically advance as follows:
 - County/City motors (doubled)
 - Other jurisdiction motors (doubled)
 - Honor Guard Commander
 - Minister
 - Hearse
 - Limousine/family vehicles
 - County/City Police vehicles
 - Other jurisdiction police vehicles
 - Privately owned vehicles

N. COORDINATING BENEFITS

1. The Family Assistance Coordinator shall coordinate any Federal, State, Local or private insurer benefits bequeathed or designated to the immediate family [**see Appendix F**]. Other duties may entail:
 - Coordinating the activities of the Resource Team



- Conducting casualty briefings every 12 hours for the first 24 hours and one casualty briefing a minimum of once daily until the funeral service has concluded. Mandatory attendance for these briefings include the Casualty Assistance Coordinator, Resource Team, Honor Guard Commander or designee, involved Peer Support members and the Communications Officer.
 - Following-up with appropriate hospital personnel to ensure the hospital bills are forwarded to the City/County. The Family Assistance Coordinator shall also ensure that workers compensation claims and related paperwork are filed.
 - Visiting with the family to discuss benefits compensation at an appropriate time following the funeral. The Family Assistance Coordinator should be ready to answer any question the family may have concerning benefits and insurance.
2. In the case of an on-duty death, the following information applies and must be disseminated to the family. If the death occurred to an off-duty or retired officer, the information may apply, in part.
- a. Provide a written summary of the benefits/funeral payments due, listing named beneficiaries, contacts at various benefit offices and when benefit payments can be expected. (The distinction between benefits and funeral payments should be explained.) Surviving children from a former marriage shall be informed of the benefits they can expect to receive through a written summary sent to their guardian. Detailed, up-dated information is provided in the state regulations pertaining to line of duty deaths.
 - b. Inform the family how survivors may continue their insurance coverage through the City/County, until they obtain another health care plan.
 - c. Inform the spouse of any benefits available under the officer's deferred compensation plan.
 - d. Inform the family of all City/County benefits accorded to survivors from the Police Officer Retirement System. Additionally, inform them of any Workman's Compensation that may be available to them.
 - e. Gather information on all benefits/funeral payments available to the family (i.e., social security, life insurance, military) including



the Public Safety Officers' Benefits Act provided by the Justice Department. This payment currently is \$283,500.00 (as of September 2006) and is adjusted annually by the percent change in the C.P.I.

- f. Inform the spouse of any state death benefit. Deaths which are not Line of Duty but determined to be duty related may be eligible for a reduced benefit.*
- g. Inform the family if children of an officer killed in the line of duty are entitled to a free college education at a State institution.
- h. Coordinate with the family the establishment of any special trust funds or educational funds from donations received from the community and fellow police officers (also coordinated with the Resource Team).
- i. Advise the surviving family members of any additional benefits; i.e., Union, Association, etc.
- j. Inform the family of all support services available to them to include a phone number of a contact representative. Support services include Concerns of Police Survivors, Heroes Inc., Survivors of Homicide Victims, Compassionate Friends, Parents of Murdered Children, Victim/Witness Program, etc.
- k. Secure 20 copies of the death certificate, needed for the variety of reports to be filed.
- l. Complete the entire Concerns for Police Survivors reports for the family (access reports at <http://www.nationalcops.org/>). Coordinate information and reporting for the National Law Enforcement Officers Memorial Fund (access reports at <http://www.nleomf.com/>).
- m. The Commander of the Administrative Support Bureau will ensure that the immediate surviving family members who are entitled to benefits are allowed to meet directly with representatives from each benefit plan.

***These figures represent benefits as of January 2006.**

- O. LONG-TERM FAMILY ASSISTANCE. The Station/Division Commander of the deceased shall designate an officer to serve as the Family Advocate Officer, whose responsibilities are to ensure that the Department provides



continued contact with the family. Normally, this officer is someone who is close to the deceased. Additional responsibilities of the Family Advocate include:

1. Remembering the grief process has no timetable. The family shall receive monthly phone calls the first year, dwindling off to a quarterly contact.
2. Observing the officer's death on an annual basis with a short note to the family and flowers on the grave.
3. Inviting the surviving family members to Police Department activities. Families need the continued contact.
4. Reminding the close co-workers of the deceased officer of the importance of "dropping by" the home and keeping in contact with the family on a regular basis.
5. Maintaining support for as long as the family feels the need. In time, the family will indicate they are ready to "move on" with their lives without assistance from the Police Department.

P. PEER SUPPORT TEAM. Recognizing the serious emotional impact that the loss of a peer can have on co-workers, members of the Department's Peer Support Team shall be called upon to provide:

1. Information concerning Post Shooting Syndrome and Stress Reaction.
2. Liaison with the Employee Assistance Program (EAP) and other health care/mental health care resources.
3. Continued employee support over time, as requested.
4. Assistance during the notification process.
5. Grieving process training upon request.
6. Provide a Peer Support Supervisor to fulfill the Hospital Liaison Officer duties.
7. Provide specially trained Peer Support members to serve as Resource Officers.
8. Defuse Honor Guard Team members as needed, and conduct a mandatory debriefing at the conclusion of the funeral.



V. PROCEDURES FOR DEATH FROM SICKNESS AND ON-DUTY SERIOUS INJURIES

For the purpose of this plan, Death from sickness may be described as a terminal illness or sudden medical attack. Serious injury is defined as any injury requiring admission into a medical facility. Injuries not covered in this plan are injuries requiring treatment and release from a medical facility.

Understanding that serious injury or sickness, resulting in death, may be as traumatic to those involved as a line-of-duty death, it is recommended that commanders utilize many of the resources available in the first part of this plan. It is strongly recommended that Peer Support assistance be utilized to the same extent as a line-of-duty death.

The involved employee's Station/Division Commander will serve as the Casualty Assistance Coordinator for all off-duty and on-duty serious sickness or injury events. Station/Division Commanders may call upon the resources of the Commander of the Administrative Support Bureau if desired. The Station/Division Commander (Casualty Assistance Coordinator) will evaluate the need for assistant officers and coordinators. Ancillary officers (as described in Section III) may not be necessary. Functions of the Hospital Liaison Officer, Family Assistance Coordinator, Communications Officer, Public Information Officer, Peer Support Team and Benefits Coordinator all may be applicable to the incident. The determining factor is the need for assistance. Other factors may include the duration of the illness, seriousness of the injury and the possible long-term recovery period.

If the serious on-duty injury results in the death of an employee, the first section of this plan shall be activated. The Casualty Assistance Coordinator responsibilities will then shift to the Administrative Support Bureau Commander. All survivors of active sworn officers and civilian employees who die as a result of an off-duty event and the survivors of retired officers who pass away, are offered some level of Honor Guard and motorcycle escort services (may depend on location of service).

A. DEPARTMENT NOTIFICATION

The Chief of Police shall be apprised by the Staff Duty Officer or the Station/Division Commander. This will be followed up with a notification to the appropriate Bureau Commander.

B. FAMILY NOTIFICATION

Affected family members may most often report long-term or sudden illness deaths to the agency. Refer to the procedures for family notification as found in deaths related to on-duty serious injury, in Section IV B.



C. HOSPITAL ASSISTANCE

The procedures for hospital assistance, for on-duty serious injury, remain the same as those described in section IV C. The request concerning the billing process for the hospital may differ.

D. FAMILY ASSISTANCE

Family assistance needs should be handled at the division level. The affected Station/Division Commander may utilize the Commander of the Administrative Support Bureau and the Family Assistance Coordinator as a resource for determining additional needs or coordinating family assistance requests.

E. COMMUNICATIONS

The Communications Officer responsibilities remain the same as those described in Section IV E 2. PIO and scene management may also apply to certain injury incidents.

F. COORDINATING BENEFITS

The need for benefit information or assistance, as described in Section IV J, will need to be evaluated on a case-by-case basis. The individual assigned should coordinate with the Administrative Support Bureau concerning workers' compensation claims and applicable benefits. The name and phone number for the Department's claims representative should be provided to the involved officer and/ or family. For terminal illnesses, these issues should be discussed with the stricken employee, beforehand, ensuring timely and accurate benefit resolution. Questions concerning workers' compensation claims can be directed to the Commander of the Personnel Resources Division at [PHONE NUMBER].

When a civilian employee passes away, whether on-duty or off, the Station/Division Commander should coordinate family benefits information between the family and the supervisor of the Police Payroll Section at [PHONE NUMBER].

G. PEER SUPPORT TEAM. Recognizing the emotional impact a serious injury or terminal illness can have on co-workers, members of the Department's Peer Support Team shall be called upon to provide:

1. Information concerning Post Shooting Syndrome and Stress Reaction.
2. Liaison with the Employee Assistance Program (EAP) and other health care/mental health care resources.



3. Continued employee support over time, as requested.
4. Group Peer Support Training and/or counseling.

VI. FUNERALS – POLICY AND ETIQUETTE

A. ACTIVE OFFICER - NON-DUTY RELATED DEATH & RETIRED OFFICER WITHIN THE METROPOLITAN AREA

1. Upon notification of a non-duty death of an active officer, the affected Station/Division Commander will assign an officer as the Family Liaison Officer. Upon notification of the death of a retired City/ County police officer, the Honor Guard Coordinator shall be contacted and will be responsible for prompt notification of Departmental employees through appropriate channels. The Administrative Support Bureau Commander will assign an officer as the Family Liaison Officer. This officer will follow the appropriate sections of the Casualty Assistance Plan and also act as the Funeral Liaison Officer. If additional assistance is needed to perform the necessary functions, the Administrative Support Bureau Commander is available to coordinate the assignment of additional personnel as needed.
2. The Police Department will provide a complete uniform of the rank attained by the deceased and deliver it to the funeral home if the family so desires. The Honor Guard will supply one casket-size national flag 5 x 9.5 ft. If the deceased is a veteran, the U S Department of Veterans' Affairs will supply the flag.
3. At interment, the Police Department may provide the following if requested:
4. • Casket Guards or Burial Team (Body bearers)
• Color Team - for active officers
5. The Honor Guard Coordinator will coordinate the attendance of uniformed officers at church services and interments. The Honor Guard Coordinator will determine and disseminate the uniform of the day including hat, coat, and inclement weather equipment. The black, mourning band, which covers the badge, will not be displayed except as determined by General Order. It will be their responsibility to disseminate this information along with meeting locations to minimize the number of police vehicles required.
6. All uniformed police personnel should be assembled in formation at an appropriate area during and again at the end of the services. Appropriate locations may include a block of pews or seats, the foyer



of a church or funeral home or immediately outside the front door of the church or funeral home. Re-assembly of police personnel should also be coordinated at the gravesite. Retired and visiting police personnel should be invited to assemble with Police Department personnel.

7. Honor Guard representation for retirees who reside outside the metropolitan area will be determined on a case-by-case basis.

B. NON COUNTY/CITY OFFICERS KILLED IN THE LINE OF DUTY IN THE LOCAL JURISDICTION. In the event of a teletype notification of a duty-related death (non- County officer) in the immediate metropolitan area, the PSCC Supervisor shall immediately notify the Honor Guard Coordinator and the Traffic Division Commander. The Traffic Division Commander will designate a command level officer as the "officer-in-charge." The "officer-in-charge" will coordinate attendance to the funeral with the Honor Guard Commander and ensure that a minimum of one officer per station is assigned to attend the funeral. The "officer-in-charge" will coordinate the funeral detail and designate a predetermined meeting location for all Department members attending. An intra-departmental Teletype shall be issued by the Honor Guard Coordinator explaining the uniform of the day and the protocol of the day. The Honor Guard color team shall attend regional line of duty deaths.

C. NON COUNTY/CITY OFFICERS KILLED OUTSIDE THE AREA BUT WITHIN ONE DAY'S DRIVE. The Honor Guard Commander shall be immediately notified. It is the responsibility of the Honor Guard Coordinator, or designee, to notify members of this agency as to the funeral arrangements. Additionally, the Honor Guard Coordinator, or designee, shall coordinate any departmental representation to the funeral. Departmental representation should include an Honor Guard Color Team.

D. ATTENDANCE PROTOCOL FOR A LAW ENFORCEMENT OFFICER'S FUNERAL

1. Uniform of the Day

- a. No batons
- b. No portable radios
- c. No hanging keys
- d. Proper hat
- e. Badge appropriately covered (As determined by General Order 320.1, IV, B Part 18)
- f. Low-quarter shoes or polished boots



2. Cruisers

- a. Clean - same make/model (if possible)
- b. Instructions on Emergency Equipment
- c. Ensure proper operation
- d. Black tape on the cruiser doors badges if a line of duty death

3. Briefing on Funeral Protocol

- a. Hand Salute
- b. Commands
- c. Formations
- d. Inspection (Officer-in-Charge should conduct an inspection of Items #1 & #2 prior to assignment.)



Appendix A

Death Notification Procedures

Time is of the essence! The family should hear of the incident from a Department representative FIRST and not from the news media or other sources.

Quickly obtain as much information as possible about the incident causing the death, information on the deceased officer's family (including current spouse and children, children from a previous marriage, and the parents) and any other pertinent information before making the notification.

If there is knowledge of a medical problem with the immediate survivor, medical personnel should be dispatched to the residence to coincide with the death notification.

Notification **MUST ALWAYS** be in person and never alone. The Chief or his representative, chaplain, psychologist, peer support or other public safety official could appropriately accompany the Notification Officer. Ideally, a male and female team should make the notification. Arrive in two separate cars.

NOTE: If the opportunity to get the family to the hospital presents itself prior to the death of the officer, DO NOT wait for the appropriate delegation to gather.

As soon as most public safety families see you, they will know something is wrong. Ask to be admitted to the house. NEVER make a death notification on the doorstep. Gather everyone in the house (including the children) and ask them to sit down. Inform them slowly and clearly of the information you have on the incident. Make sure you use the officer's name during the notification. If the officer has already died, relay that information. NEVER give the family a false sense of hope. Use words like "died" and "dead" rather than "gone away" or "passed away".

- Reactions of the family may include hysteria, anger, fainting, physical violence, shock, etc.
- If you have been seriously affected by the death, showing emotions is perfectly acceptable. If specifics of the incident are known, relay as much information as possible to the family.

If the family wants to go to the hospital, they should be transported via a Police Department vehicle. **It is highly recommended that the family NOT drive themselves to the hospital. Should there be serious resistance and the family insists on driving, have an officer accompany them in their POV.**

If there are young children in the home, the survivor may wish to leave the children at



home or bring them to the hospital. You should be prepared to handle immediate babysitting needs.

Attempt to obtain the names and addresses of other family members and offer assistance in arranging for their notification. DO NOT assume that the spouse will notify the mother, father and siblings.

- Surviving parents living in the same geographic area should be notified in person, and if required, transported by police vehicle to the hospital.
- If the immediate survivors live out of the area, request personal death notification from the public safety agency in that area. Logistical arrangements should enable simultaneous telephone contact with the fallen officer's department.

Because of the nature of possible radio transmissions, notify the Hospital Liaison Officer via phone that you and the family are enroute.

Do not try to protect the family. Answer every question honestly and completely; give the family all the information you have concerning the death.

Stay with the family at the hospital until arrangements are made for the transportation of the family back to their residence or until properly relieved.



Appendix B

Hospital Liaison Officer Responsibilities

KEY PHONE NUMBERS

Hospital Operator
Hospital Security (24 Hours)
Emergency Department Registration

KEY HOSPITAL PERSONNEL

Director of Safety and Security
Manager of Safety and Security
Family Services
Hospital Registration (pager)
Hospital Registration (pager)
Supervisor of Financial Services

Responsibilities

- Contact Hospital Security and coordinate with them for media response, parking assistance, etc.
- Form a liaison with the hospital staff. You are the hospital's point of contact with the Police Department.
- Coordinate the arrival and arrange for reserved areas for the family, officials, media and others.
- Contact Family Services to arrange for reserved areas for the family
- Contact Hospital Security to get information on parking areas, media location and reserved areas for officers and officials
- Secure a telephone for the family with local and long distance capabilities. The reserved family rooms should have phones in place.
- Meet the family and the Notification Officer upon their arrival at the hospital.
- Ensure communications with the family remain appropriate and that they receive medical information promptly.
- Ensure the family's needs are met while at the hospital (food, drink, restrooms, etc.)
- Ensure the hospital staff is clear on proper billing procedures. **All hospital bills should be addressed to:**
 - County/ City Police Department**
 - Commander, Administrative Support Bureau**
 - [Correct Street Address; City, State, ZIP]**
- Upon arrival of the family at the hospital
 - Meet the family and escort them to their waiting area
 - Brief the family on any updated information
 - Have the medical personnel provide the family with a medical update



- Allow family members free access to officers and friends to ensure the family does not remain totally isolated
- EVERY ATTEMPT should be made to afford the family the opportunity to visit, WITHOUT DELAY, a critically injured officer. The Hospital Liaison Officer should prepare the family for what they will see in the trauma room (condition of the officer's body) and accompany the family during the visit. DO NOT BE OVERLY PROTECTIVE OF THE FAMILY. There is a definite need to touch and hold the body while there is still life, and being present when death occurs can be comforting to the family. The Hospital Liaison Officer should determine the current hospital policy concerning visiting a trauma patient and should assist the medical personnel, if available, in explaining the procedure to the family. If death has already occurred, the family should be allowed to spend time with the deceased.
- Ensure idle promises or false or misleading statements are not made to the family members. Statements by police personnel like "We'll retire his badge" or "We'll promote her" or suggesting medications such as sedatives for the family are not appropriate.
- Remain with the family at the hospital until relieved by competent authority or until the family leaves the hospital.



Appendix C

COUNTY/CITY POLICE DEPARTMENT HONOR GUARD STANDARD OPERATING PROCEDURES

INTRODUCTION

The Police Department's Honor Guard is a non-standing unit, which consists of police officers and auxiliary officers. Overall command of the unit is held by the Assistant Commander of the Traffic Division in the Operations Support Bureau. The unit is under the direct control of a first-line supervisor.

MISSION

The Honor Guard's primary mission is to represent the County/City and the Department at all functions directed by the Chief of Police or his designee. These functions include ceremonies and funerals for City/ County Police Officers killed in the line of duty, for County/City Police Officers who die while employed by the Department, for the death of retired County/City Police Officers, and for Police Officers from other jurisdictions that are killed in the line of duty. In addition, the Honor Guard will perform ceremonies at selected events such as parades, award banquets, etc.

FUNCTIONS

There are a variety of functions performed by the Honor Guard that include the following:

- Color Team. Present colors at various events and parades.
- Casket Guard. Provide police presence during the viewing service.
- Burial Team. Carries the casket of a fallen officer to and from the church and gravesite. Folds the flag if requested.
- Firing Party. Presents a volley of fire in honor of an officer killed in the line of duty.
- Bugler/Bagpiper/Vocalist. Plays/sings appropriate music for the service of a fallen officer as well as performing at various functions.

HONOR GUARD REQUESTS

All requests for the Honor Guard shall be made through the Assistant Commander of the Traffic Division. These requests will be evaluated and if a decision is made to activate the Honor Guard, the team's Honor Guard Coordinator will be notified to coordinate the event. Participation by the team will depend on the nature of the



ceremony, how much advanced notice is given, and the availability of team personnel.

TRAINING

Training is a mandatory element of the unit in order to maintain the highest level of precision and professionalism. Training will be performed at the Criminal Justice Academy and shall be conducted at least once a month. In the event a team member cannot attend a training session, it is required that the first line supervisor be notified. Once a member commits to an assignment or training session, it is considered a duty assignment as defined in the General Orders.

COORDINATORS

1. Event Coordinator

Every event or ceremony performed by the Honor Guard will necessitate the coordination of various agencies and personnel. The Event Coordinator shall coordinate the Color Team, seating arrangements, formation for uniformed officers and outside agency Honor Guard units, and assist with parking. The Event Coordinator should conduct a reconnaissance of the event location when time allows. Along with the team's supervisor, the Event Coordinator shall contact and coordinate with the Motor Section, station personnel, and other contacts to include the Retired Police Officers Association, the County/City Police Association, the County/City Police Officer's Union, and the Black Police Officers Association. During a funeral event, the Event Coordinator or the Honor Guard Coordinator shall establish a family contact to coordinate the function.

2. Training Coordinator

The Training Coordinator shall be responsible for training during team practices. It is the Training Coordinator's responsibility to ensure consistency of commands and the precise execution of drills. Along with the team supervisor, the Training Coordinator shall ensure that all commands and drills are functional, applicable, and relative to the functions and events conducted by the Honor Guard. Any changes in the Standard Operating Procedures concerning the execution of commands and drills shall be the responsibility of the Training Coordinator and the Honor Guard Coordinator. In addition, the Training Coordinator shall ensure that all Honor Guard Team members are fully trained prior to participation in events.

3. Equipment Coordinator

The Equipment Coordinator shall be responsible for ordering and



maintaining all Honor Guard equipment. In addition, the Equipment Coordinator shall be responsible for ensuring all equipment and vehicles are at event locations. Inventory and maintenance of the Honor Guard supply room will be the responsibility of the Equipment Coordinator.

PARADE REST

This normally will be the position members will assume while awaiting the execution of orders prior to the beginning of the assignment. In this position, members should remain still until further instructed. The head and eyes should be looking straight forward. The shoulders should be squared and the back straight. The arms should be draped in front of the member with the left hand over the right. The fingers should be extended and the thumb should be tucked out of sight. The feet should be shoulder width apart and the knees should not be locked, as this may cause undue strain on the back.

PARADE REST WITH RIFLE

This normally will be the position members will assume while awaiting the execution of orders prior to the beginning of the assignment. In this position, members should remain still until further instructed. The head and eyes should be looking straight forward. The shoulders should be squared and the back straight. The feet should be shoulder width apart and the knees should not be locked, as this may cause undue strain on the back. The rifle should be held across the body with the top portion being centered on the member's body. The trigger guard should be facing to the left with the butt of the rifle at the tip of the right toe. The hand holding the rifle should stay on the weapon while the other hand is placed over the top. The fingers should be together and clasped around the hand holding the weapon with the thumbs in a downward direction.

PARADE REST WITH COLORS

This normally will be the position members will assume while awaiting the execution of orders prior to the beginning of the assignment. In this position, members should remain still until further instructed. The head and eyes should be looking straight forward. The shoulders should be squared and the back straight. The feet should be shoulder width apart and the knees should not be locked, as this may cause undue strain on the back. The staff should be held with the right hand and should be held vertical. The fingers should be joined and curled. The left hand holds the cup of the flag holder with the fingers wrapped around the cup.

POSITION OF ATTENTION

The basic position is the Position of Attention. The command for this position will be "Detail/Colors/Bearers - Attention." The position from which this command is called will usually be from parade rest. The Position of Attention requires that the member remain



still until further ordered. The head and eyes should be looking straight forward. The shoulders should be squared and the back straight, with the arms fully extended to the side. The thumb should be along the seam of the trousers and pointed toward the ground with the fingers curled. The knees should not be locked, as this may cause undue strain on the back. The feet should be together, both heel and toe.

POSITION OF ATTENTION WITH RIFLE

While at parade rest, the command “Colors – Attention” will be given. Once the command is given, the member will assume the position of attention. When armed with a rifle, the position remains the same as stated above with the exception of the hand that is holding the rifle. The thumb should again be alongside the trouser seam, holding the weapon with the hand in a “V” shape.

POSITION OF ATTENTION WITH COLORS

While at parade rest, the command of “Colors – Attention” will be given. Once the command is given, the member will assume the position of attention with the flag. The flag will always be carried on the member’s right side. The hand will hold the staff with the thumb along the side of the trouser and the top part of the staff pressed in against the pit of the arm for stability and control the bottom of the staff should be positioned against the right foot.

RIGHT SHOULDER ARMS WITH RIFLE

The position of right shoulder arms is designed to be a position of carry for the rifle during movement and marching, and prior to presenting arms. The command will be “Right Shoulder - Arms.” At the command and from the position of attention, the rifle is brought up across the body at a 45-degree angle. The fingers of the left hand are closed and together. The rifle is against the right forearm and the elbows are tucked in.

During the second movement, the right hand comes down and is placed underneath the butt stock of the weapon. The rifle should not move. The hand on the butt of the weapon is formed with the thumb and the pointing finger touching with the remaining three fingers supporting the rifle.

The third movement has the right hand pushing the rifle up to the shoulder and the left hand pushing the rifle across the body. When the rifle is in position, the left hand comes up to the rear site of the rifle in a salute position. The fingers are fully extended and joined canted slightly downward. The forearm is parallel with the ground. At the command of “Ready - Cut,” the left hand comes down sharply to the side with the thumb against the seam of the trouser.

RIGHT SHOULDER ARMS WITH COLORS

The position of right shoulder arms is designed to be a position of carry for the Colors



during movement and marching and prior to presenting arms. The command will be "Right Shoulder - Arms." Upon receiving the preparatory command of "Right Shoulder," the member will bring the left hand over and grab the staff of the flag with the arm parallel to the ground. The hand should be closed with the fingers joined. On the execution command of "Arms," the member brings the flag straight up swiftly over the center of the body. The left hand is simultaneously released from the staff and is placed over the flag holder to assist with guiding the flag to rest. The flag should be straight up and the right-hand still holding the flag should be brought down so that the back of the thumb is almost resting on the nose. The command "Ready – Cut" will then be given. At that point, the member will bring the left hand that is holding the staff swiftly back to the position along side the seam of the trouser.

PRESENT ARMS

The command for present arms is "Detail/Colors/Bearers - Present Arms." The command for present arms must be given while the detail is at attention. Upon the command, the member will raise the right arm with the fingers and the thumb extended. The arm will be bent at the elbow and raised from the seam of the trouser up through the zipper of the trouser to the right breast in a circular motion. The hand should rest on the brow of the hat with the tip of the pointing finger touching the brim at a 45-degree angle. The palm of the hand should be canted slightly toward the face. This should be a slow three one-thousand count movement.

ORDER ARMS

The command to go back to the position of attention is "Order Arms." Upon receiving the command, the member will slowly bring the hand straight down in the same circular motion as it was brought up in the opposite direction. The hand will be brought back down with the thumb along the seam of the trouser. This should be a slow three one-thousand count movement.

PRESENT ARMS WITH RIFLE

The command for present arms will be "Colors - Present Arms." The command must be given while the team is at attention. It is also given from the position of right shoulder arms. Upon receiving the command of execution, the guard will gently force the weapon from the shoulder into a 45-degree position across the body. The rifle will be supported by the left hand and the elbows tucked into the side. The second movement takes the right hand that is holding the butt of the weapon to the pistol grip portion of the rifle. The fingers on the right hand should be joined and wrapped around the weapon. The fingers on the left hand are on the stock, joined and wrapped around that portion also. The final movement utilizes both hands to maneuver the rifle into the straight up and down position. The right hand is still holding the pistol grip portion in a "V" grip. The fingers on the left hand are joined and wrapped around the stock. The right and left hands hold the weapon a fist away from the body with the elbow tucked in.



ORDER ARMS WITH RIFLE

The command for order arms will be “Order Arms.” On the command of execution, the member will release the pistol grip with the right hand and bring it up to the front site post of the rifle, just above the left hand. The left hand is then released and guides the front site portion of the rifle as it is being lowered to the right side. The fingers on the left hand are just below the front site post, fully extended and joined. The right hand supports the weapon by holding onto the stock with a “V” grip. This position is held until the member receives the command “Ready Cut.” At this point, the member brings the left hand sharply back over with the thumb along side the seam of the trouser.

PRESENT ARMS WITH COLORS

Present arms with colors will only be given from the position of right shoulder arms. Upon hearing the command of execution, the member with the National Flag will make no movement. The member with the remaining flags will lower their flags in unison by simply extending their arms at an equal pace and length. The arms should not be all the way extended, but with a slight non-noticeable bend in the elbow. The detail will remain in this position for the rendering of the colors or until told to execute order arms. This should be a slow three-count movement.

ORDER ARMS WITH COLORS

The command of order arms will only be given after the team has presented the Colors. Upon hearing the command of execution, the members with flags lowered will bring the flags back to the upright position with the back of the thumb almost touching the nose. This should be a slow three-count movement.

FORWARD MARCH

The command forward march is used to move a team forward from the position of attention. After receiving the command, the team then takes the first step with the left foot sliding it along the ground, toe first, then placing the heel on the ground. The remaining steps will continue as a march at a rate of approximately one-foot in distance. The entire unit steps off together whether the team is lined up abreast or in a single file.

COLORS TURN

The command “Colors Turn – March” is normally given when the team has already presented the Colors and exiting in a single file line is desired. The team will be in a straight line abreast and the preparatory command “Colors Turn” will be given. On the command of execution, the entire team will begin by bringing the left leg up in a mark time position, counting four steps and turning at the same time toward the right. On the fourth step, the right foot strikes the ground. The left foot will close against the right foot. The team should end up facing a quarter turn to the right, still in alignment/cover.



READY STEP

The command ready step is also given to move a team forward. This is accomplished in the same manner as forward march. The only difference is that only the lead guard steps off on the execution command of step. Upon hearing the command, the lead guard begins to march away, sliding the first step. On the lead guard's third step, the member carrying the National Flag will make their first step in sequence with the lead guard. Upon the second step of the member carrying the National Flag, the member carrying the State Flag will make their first step. This sequence will be carried out until the entire detail is marching in unison and has moved away from its original position. At this point, the team should be in a straight line formation, marching away.

CASKET GUARDS

The function of a Casket Guard is to provide a uniform presence over the body during the viewing of a deceased member of the Department. The members on the Casket Guard should be non-intrusive to the service as the proceedings are in progress. Proper protocol would be to remain silent and not hold a conversation with mourners/viewers. Team members should not appear rude or disconcerting, short replies or a statement that "I cannot talk now" may be appropriate.

At the beginning of the service, the initial team members will be posted at parade rest at each end of the casket. The members will remain at the parade rest position as described earlier in the SOP. In the event a member begins to feel ill, the proper procedure would be to fall out and report immediately to the area designated for the team for a replacement. The replacement would then march slowly and non-obtrusively into the space that was void and remain with the remaining Casket Guard.

Because members are to remain still and quiet, the watch rotation should be a maximum of twenty minutes at a time. Depending on the temperature and condition of the team members, that time may be modified as needed.

CHANGING OF THE GUARDS

There are no commands associated with the Changing of the Guard. The relieving team will present themselves within eyesight of the members at the casket. While at parade rest, the relieving team will come to the position of attention. Once this is seen by the team on the casket, they should also come to attention. All of the following moves are done with a three one-thousand count. The relieving team will then march forward slowly toward the casket. Upon reaching the front of the casket, the relieving team will split, going to the left and right respectively. Upon seeing the relieving team split, the members already on the casket will face and march toward each other, parallel to the casket. Once they meet, they will halt, face away from the casket, and then march away. The relieving team will march into their position, turn toward the casket, make a quarter turn, and then slowly go to parade rest. This will complete the sequence of change.



FIRING PARTY

The firing party is used to pay tribute to an officer killed in the line of duty. The rifle team will be coordinated by a team member. The coordinator will be responsible for calling commands and ensuring that the weapons and ammunition have been physically inspected. This will be relayed to the Detail Commander prior to commencement of any firing. In the rare event that the service is held at a church and no gravesite service is to occur, the communications center or local law enforcement office shall be notified of the impending gunfire.

FIRING PARTY SEQUENCE

Once at the gravesite, the firing party will inspect their weapons and ammunition. The coordinator will inspect the weapon and ammunition to ensure that each rifle is loaded and the safety is on. The fact that the weapons and ammunition are in fact safe will be relayed to the detail commander. The location for the firing party will be pre-selected and the team will stand by in that area until the arrival of the funeral procession.

The firing party will take up a position of parade rest. The preparatory command of "Firing Party" will be given to alert the team that they must prepare to come to attention. The command of "Attention" will be given at which time the team will come to attention. The firing party coordinator will then advise the team to stand by. At this point, no action is taken and the command is given quietly.

The next command of "Ready Face" is given which is the command of execution. After this command, the team makes a three one-thousand count movement. Count one and two are to execute a half right face. Count number three is to spread the feet approximately shoulder width apart by moving the left foot. The coordinator will then give the command "Ready," at which time the weapon will be cocked and the team will freeze in place. The coordinator will then give the command "Aim." The team will raise the rifles to the air into the firing position, keeping their head and eyes looking straight to the left and not down the barrel of the weapon as in actually aiming. The coordinator will then give the command of "Fire." Upon hearing this command, the team will pull the trigger in unison and automatically go back to the port arms position.

Upon hearing the next "Ready," the team will eject the rounds in unison and all members are to remain at port arms. Once this is accomplished, a live round will be automatically forced into the chamber. The coordinator will give the command "Aim." The team will raise the rifles to the air into the firing position, keeping their head and eyes looking straight to the left and not down the barrel of the weapon as in actually aiming. The coordinator will again give the command to fire. Upon hearing this, the team will again fire in unison and automatically go back to the port arm position. Upon receiving the last command of fire, the team will go back to port arms and place the weapons on safe.



The coordinator will give the command of "Present Arms." The team will do an automatic half-left face and immediately put the weapon into the correct position of present arms. The coordinator will then render the hand salute using a three one-thousand count movement. Taps are played while present arms is held. Once Taps is completed, the coordinator will give the team the command of "Order Arms." Once the team has come down to the order arms position, they will receive the command of "Ready Cut," and will remain in parade rest until the conclusion of the service.

FUNERALS

CASKET TEAM DUTIES

The funeral usually begins at a Church, Funeral Home or gravesite. Although it is not limited to just these areas, the Casket Team must be flexible and willing to adapt to the surroundings. The Officer in Charge (OIC) of the Casket Team will designate the duties of each member of the Casket Team. The OIC will always assume the position to the right front of the formation and will call out all commands for the Casket Team.

RECEIVING REMAINS

Once at the designated location to receive the remains of the deceased, the Casket Team will line up in two rows of three and will be at parade rest. The Casket Team will also position itself far enough to the rear of the arriving hearse so that any corrections that need to be made while marching to the rear of the hearse can be done.

Upon seeing the arrival of the hearse, the OIC will bring the Casket Team to attention. The OIC will give the command to present arms, at which time the Casket Team will render a hand salute using a ten one-thousand count. Once the hearse has passed by the team, the OIC will give the command to order arms, at which time the entire team will lower the hand salute using a ten one-thousand count. It will then be at the OIC's discretion to either leave the Casket Team at attention or to put them at parade rest.

Once the supervisor in charge of the funeral gives the OIC the signal; the OIC will give the command of forward march. At this time, the entire team will march forward to a predetermined amount of steps to the rear of the hearse. After the team turns toward the rear of the hearse, they will march to it; mark time and the OIC will give the command to halt. After a one second pause, the Casket Team will face toward each other.

The supervisor in charge of the funeral detail is responsible for pulling the casket out of the hearse. After walking between the team to the rear of the hearse, the supervisor will come to a halt and render a hand salute using a ten one-thousand count. The team supervisor will bend at the waist and with both hands, take hold of the casket handles and slowly pull out the casket. As the team supervisor pulls the casket from the hearse, the Casket Team begins to take control of the casket. When control of the casket has



been transferred to the Casket Team, the team supervisor does an about face, and walks away.

The OIC will give the command to ready step. All team members will take one step to the side, away from the hearse. The OIC will give this command as many times as necessary until the team is clear of the hearse. The OIC will then advise the team to ready turn. This is when the team will direct the casket toward the front of the entrance, feet first. Depending on where a team member is positioned on the casket, they will take either one step forward or one step backward each time the command is called. Once the casket is lined up to the entrance, the OIC will give the command to ready face. This is when the team will face toward the entrance. The next command will be forward march and the team will march to the entrance, ensuring the casket remains level at all times.

Once the Casket Team has carried the casket into the foyer of the church, they will automatically begin to mark time until the OIC brings the team to a halt. After a one-second count, the team members will face each other. The next command will be to ready down, at which time the casket will be lowered onto the cart. The command ready up will be called and team members will rise to attention. After a ready face, the team will face the exit where they will march away until later in the service.

RECEIVING THE CASKET FROM THE CHURCH

The Casket Team will stand at attention facing each other in two rows of three, waiting for the casket to be brought to them. Once the casket is placed in between the team, the OIC will give the command to ready down. At that time, each team member will bend over and take hold of the casket. When the command to ready up is made, the team will lift the casket, keeping it level. The OIC will give the command to ready face and the team will face in the direction in which they will be marching to the hearse. The next command will be forward march and the casket will be carried to the hearse.

Once the team arrives at the rear of the hearse, they will automatically mark time until the OIC tells them to halt. After a one-second count, the team will face each other. At this time, the team supervisor will position himself to the rear of the casket and then push it in the hearse and secure the casket inside. The team supervisor will then render a hand salute using a ten one-thousand count, conduct an about face, and march away from the hearse. The OIC will give the command to ready face and the team will face away from the hearse. When the command to forward march is given, the team will march away from the hearse and come shoulder to shoulder as they are marching away. After they reach a certain point, the team will halt.

RECEIVING THE CASKET AT THE GRAVE SITE

The Casket Team will be in two rows of three and will remain at parade rest until the hearse arrives. Once the OIC sees the hearse approaching, the team will be called to attention. Next the OIC will inform the team to present arms and everyone will render



the hand salute using a ten one-thousand count. When the hearse has passed, the OIC will give the command to order arms. The same procedure applies as stated earlier when retrieving the casket from the hearse. The team again carries the casket feet first to the gravesite. Once the Casket Team has arrived at the site, the team will automatically mark time until the OIC brings them to a halt. After a one-second count, the team will face each other. The OIC will then give the command to ready step, at which time the team will take one step sideways to either their left or right, bringing the casket over the grave. This command will be given as many times as necessary until the casket is completely over the grave. The next command will be ready down, and the team will lower the casket onto the platform covering the grave. Once the casket is on the platform, the team will get a firm hold on the flag that is covering the casket and wait until the OIC gives the command to ready up. At that point, the team will stand straight up with the flag, keeping it level and tight, approximately waist high, at the same time, stepping back away from the casket.

FOLDING THE FLAG

Once taps has finished playing, the OIC will give a sharp tug on the flag. The team will bring their ends and sides of the flag together, leaving approximately a one-inch border on the opposite side of the OIC. When this is done, the middle person on the opposite side of the OIC will wait until all members are ready. That person will slowly start to move their hands to the bottom of the flag and the other two members on the opposite side of the OIC shall also move their hands to the bottom of the flag, keeping time with the middle person. Once they have reached the bottom of the flag, they will raise their end of the flag up to waist level. The OIC will give another sharp tug on the flag and the team will bring it together, ensuring the ends and sides are even. When the middle person on the OIC side sees that all members are ready, that person will slowly move their hands to the bottom of the flag. When the other two members on the OIC side notice the middle person moving their hands, they will also start to move their hands to the bottom of the flag, keeping time with the middle person.

Once they have reached the bottom of the flag, they will raise their end of the flag to waist level. It will now be up to the OIC and the member across from him or her to actually fold the flag. They should both make a fold on the end of the flag. The OIC will make the first angle fold. The next angle fold will be made by the person directly across from him or her and they continue alternating folds until they reach the end of the flag. Once the fold reaches the area of the stars on the flag, the two middle members will each take one side step in the direction of the OIC to assist in tucking the final flap on the flag. Prior to the final tuck, one of the middle members will make a final fold so that the tuck will be even with the flag. Once the final tuck is completed, the two middle members will take one side step back to their original position.

The OIC will inspect the flag after it has been folded; ensuring that no red is showing. After this is completed, the Chief of Police or his designee will be standing next to the OIC, awaiting the flag. The OIC will turn toward the Chief. The Chief will render a hand salute using a three one-thousand count upward and a ten one-thousand count downward. After completion of the salute the OIC will hand the flag to the Chief. Once



this is done, the OIC will render a hand salute, using a three one-thousand count upward motion and a ten one-thousand downward motion. After the hand salute, the OIC will face inward, toward the casket.

The OIC will have already designated which way the team is to face and exit. Once the OIC has determined that the service is over, the command of ready face will be given and the team will turn in that direction. The next command will be forward march and the team will march away, coming shoulder to shoulder until they get to a predetermined area where they will come to a halt and be dismissed.



Appendix E.

Casualty Assistance – 24 Hour Line-of-Duty Death Checklist

√	Notification of Duty Officer/Division Commander	PSCC
	Notification of Chief of Police	NO
	Notification of Immediate Family	NO/Chief
	Supervisor assigned to NO	NO
	Notification of Administrative Support Bureau Commander (CAC)	NO
	Notification of Family Assistance Coordinator (FAC)	CAC
	Notification of the Honor Guard (HGC)	PSCC
	Activation of Hospital Liaison Officer (HLO)	PSCC
	Transportation of Immediate Family to Hospital	NO
	Activation of Peer Support On-Call Supervisor	PSCC
	Activation of Peer Support at Scene & Hospital	PSS
	Activation of PIO at Scene & Hospital	PSCC
	Activation of Chaplain	NO
	Notification of HLO that Family is enroute to Hospital	NO
	Reserve 3 waiting areas in Hospital	HLO
	Peer Support Supervisor to Relieve HLO	PSS
	Collection of Family Information (names, addresses, phone)	FAC
	Secure Private Phone at Hospital	HLO
	Brief Hospital on Billing Procedures	HLO
	Brief Hospital Security	HLO
	Establish Resource Team	CAC/FAC
	FAC to Meet with Immediate Family Regarding Benefits	FAC
	Request for Immediate Benefits (Heroes, BLE, FCPA, FCOPS, Benevolent Fund)	FAC
	Establish Family Advocate Officer (FAO)	NO/DC
	Establish General Inquiry Phone Number at PSCC	CO
	Establish Communications Plan	CO/CAC
	Send Teletypes, CAD, Outlook & NLETS Notifications	CO
	Discuss Complete Benefits (Can Wait 36 hours)	FAC
	Arrange for Childcare Services if Needed	RT
	Arrange for Extended Family Transportation	RT
	Team Briefing (12 Hours)	CAC
	Team Briefing (24 Hours)	CAC

Abbreviation Key:

- CAC Casualty Assistance Coordinator (Typically the ASB Commander)
- CO Communications Officer (PSCC Commander)
- DC Affected Division Commander
- FAC Family Assistance Coordinator
- HLO Hospital Liaison Officer (Non-involved first-line Supervisor Immediately dispatched to Hospital (Typically relieved by Peer Support Supervisor)
- PSS On-Call Peer Support Supervisor
- PSCC Public Safety Communications Center
- NO Notification (Typically the Duty Officer at Night and on Weekends and the Division Commander during Business Hours)
- RT The Peer Support Resource Team
- HGC Honor Guard Coordinator

Date of Event: _____ Subject Officer: _____



Appendix F

Benefits Flow Charts

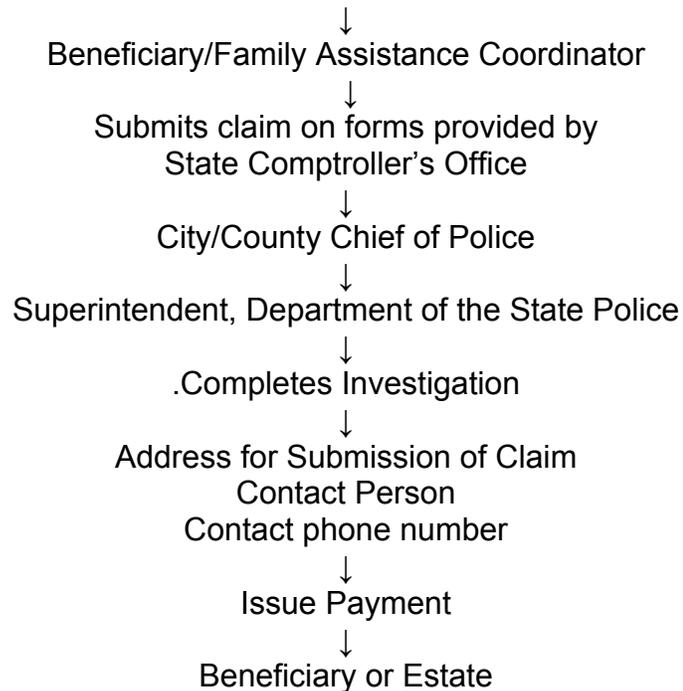
STATE LINE OF DUTY ACT

State Code Citation

Describe criteria for benefit, if one exists.

Describe procedure for obtaining benefit.

Flow Chart for Death Benefit:



*NOTE: Reduced payment may be made if death occurs within a certain time period following a line-of-duty injury.



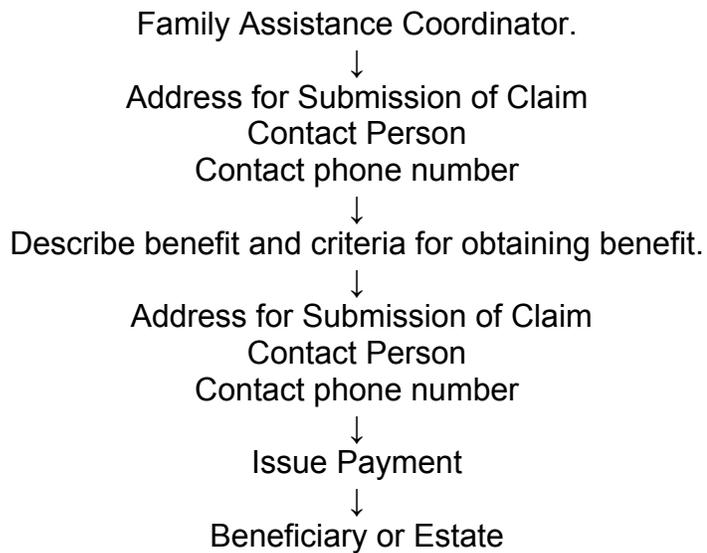
FREE UNDERGRADUATE TUITION AND FEES

State Code Citation

Describe criteria for benefit, if one is available. This varies by state or may not exist.

City/County Police Association/Police Union Death Benefit

Flow Chart for Death Benefit:



TASER Foundation

Provides a one-time benefit to the families of law enforcement officers who life was lost in the line of duty. The loss of life must be duty related and have occurred since August 1, 2004.

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Geraldine Anderson
Executive Director
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TASER Foundation forwards a check to the Chief of Police within 24 hours of notification of the line-of-duty death.

