

Line Of Duty Death Manual

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TABLE OF CONTENTS

INTRODUCTION..... 1

PRE-INCIDENT PLANNING

EMERGENCY INFORMATION..... 2
EMERGENCY INFORMATION CHECKLIST..... 3
INCIDENT COMMAND SYSTEM..... 4

THE CRISIS PHASE OF LODD

LINE OF DUTY DEATH NOTIFICATIONS 8
LINE OF DUTY DEATH NOTIFICATIONS CHECKLIST 9
ROLE OF THE CHAPLAIN11
ROLE OF THE CHAPLAIN CHECKLIST12
WORKING WITH A FUNERAL HOME..... 13
WORKING WITH A FUNERAL HOME CHECKLISTS 14
ROLE OF THE UNION / GUILD..... 23
ROLE OF THE UNION / GUILD CHECKLIST 24
CARE OF THE FAMILY/PERSONNEL 26
ROLE OF HOSPITAL LIAISON OFFICER26
HOSPITAL LIAISON OFFICER CHECKLIST 27
ROLE OF DEPARTMENT LIAISON OFFICER.....29
DEPARTMENTAL LIAISON OFFICER CHECKLIST..... 30
ROLE OF FAMILY LIAISON OFFICER32
FAMILY LIAISON OFFICER'S CHECKLIST33
ROLE OF DEPARTMENTAL ADMIN./COMMAND STAFF..... 35
ADMINISTRATOR'S CHECKLIST 36
ROLE OF THE PUBLIC INFORMATION OFFICER..... 38
PUBLIC INFORMATION OFFICER'S CHECKLIST 39

THE LODD MEMORIAL SERVICE

FUNERAL ICS / TIME LINE DEVELOPMENT 41
THE MEMORIAL CEREMONY (POLICE)..... 45
THE MEMORIAL CEREMONY (POLICE) CHECKLIST 46
SAMPLE MEMORIAL CEREMONY.....47
THE MEMORIAL CEREMONY (FIRE) 52
THE ROLE OF THE CHAPLAIN IN THE MEMORIAL 56
ROLE OF THE CHAPLAIN IN THE MEMORIAL CHECKLIST 57
TRAFFIC MANAGEMENT 58

TABLE OF CONTENTS

THE LODD MEMORIAL SERVICE (cont'd.)

| | |
|---|----|
| HOSPITALITY, BEFORE, DURING & AFTER | 61 |
| HOSPITALITY, BEFORE, DURING & AFTER CHECKLISTS..... | 62 |
| MEDIA RELATIONS DURING MEMORIAL..... | 67 |
| MEDIA RELATIONS DURING MEMORIAL CHECKLIST | 68 |

LODD AFTERCARE

| | |
|---|----|
| CONTINUED CARE OF THE FAMILY | 69 |
| CONTINUED CARE OF THE FAMILY CHECKLIST | 71 |
| CONTINUED CARE OF THE PERSONNEL..... | 72 |
| CONTINUED CARE OF THE PERSONNEL CHECKLIST..... | 73 |
| SPECIAL PLANS AND CONSIDERATIONS DURING THE TRIAL | 74 |
| SPECIAL PLANS & CONSIDERATIONS DURING THE TRIAL CHECKLIST | 75 |
| NATIONAL MEMORIAL AND SPECIAL OCCASIONS | 76 |

| | |
|----------------|----|
| APPENDIX | 81 |
|----------------|----|

INTRODUCTION

This Line of Duty Death Manual, first used in a Seminar in Tacoma, Washington in October of 1999 has truly been a labor of love. Produced by Tacoma-Pierce County Chaplaincy, a ministry dedicated to the support of emergency responders, which has acted on behalf of both Police and Fire Departments for over two decades. During that time it has been our unhappy duty but honor to participate in several line of duty deaths. Out of those experiences has come the concern for a manual that can be picked up by any department and readily used to help at this most traumatic time. At the same time, we realize that there are no set of formulas, checklists or policies that assuage the grief, nor eliminate the immediate chaotic nature of a line of duty death. If this manual can help mitigate the grief, restore some sense of control and most of all, assist in honoring the one who died, then it will have served its purpose.

This manual is an edited collection of material from twenty presenters and many different documents. We are grateful for those who have gone before, writing materials and compassionately assisting in numerous line of duty deaths. Their experiences have greatly enhanced this manual.

It should be noted that the contents of the LODD Manual can readily be adapted by Departments for other kinds of death within the “family” such as the natural death of a currently serving or retired officer.

For convenience and ease of use we have divided the manual into four sections: Pre-Incident Planning, The Crisis Phase of LODD, The LODD Memorial Service and LODD Aftercare. It is designed in loose-leaf form so at the time of need, pages can be removed, copied and given to the person assigned to a specific task. The Table of Contents will direct you to specific materials in each section. Each assignment will have a rationale for the assignment and checklist that can be followed. The checklists will never cover every possible scenario, nor is that their intent. The trauma of a LODD; local circumstances and a multitude of factors will always require modification and flexibility.

Out of our concern that this manual not be generic, we have provided a floppy disk with the entire manual on it, for personalization by your Department. You should feel free to edit it any way you desire to maximize and personalize its usage.

Portions of the manual may be copied for use but the entire manual may not be copied for distribution or sale.

Editors:

Barney Wimer, Executive Director of T-PCC
Chaplain Dan Nolta, Pierce County Sheriff’s Department

EMERGENCY INFORMATION

In recognition that a Line of Duty Death (LODD) may occur at any time, and always without notice, it is a primary responsibility of the Department to have on hand up to date emergency information. The information should be adequate to, first of all, notify family members and secondly to assist the Department and family in preparing for the funeral and the family with the information vital for them to carry on.

This information will, first of all, be an Emergency Notification form for each member of the department. It should provide sufficient information for the department to fulfill its responsibility to notify immediate family members in an expeditious manner. To fail to provide immediate and sensitive notification may well set the stage for an even more difficult time for family and Department alike.

The Emergency Notification information should be kept on file at a central location in the Department, accessible 24 hours a day. It should be updated annually or any time there is a change in the employee's home or family that would affect notification.

The second part of the needed emergency information should consist of information personal to the family (and to be kept by them), such as legal and financial information and funeral plans. In addition to the above it would be helpful to provide the family with expected benefits in the event of a LODD.

EMERGENCY INFORMATION CHECKLIST

- ___ Appoint person responsible for development of Emergency Information booklets
- ___ Gather models of Emergency Information
- ___ Sort models and extract those parts most germane to your department
- ___ Add to the materials your own innovations
- ___ Print enough forms/booklets for your current department employees, and volunteers and enough for replacements and growth
- ___ Appoint person responsible for distribution, filing and updating of Emergency Notification forms
- ___ Develop a distribution plan including where they will be filed when returned and when and how they will be updated
- ___ Educate the department in update and access policies i.e., "Only in the event of serious injury or death."
- ___ Notify department members via interdepartmental memo, etc. and then distribute booklets
- ___ Receive and file the returned forms
- ___ Distribute new forms to all employees and volunteers annually
- ___ 2000
- ___ 2001
- ___ 2002
- ___ 2003
- ___ 2004
- ___ 2005

INCIDENT COMMAND SYSTEM

Incident Commander (IC)

The Incident Commander is responsible for the overall management of the activities that take place after the death of an officer. This function is completely separate from the activity and command structure involved in the actual incident that caused the death.

The incident commander should be someone that is not involved in the incident. The IC must be given the authority and responsibility to organize, utilize and direct their department resources to accomplish the objectives.

Responsibilities

- ❑ Assess the situation and obtain a briefing from the agency chief regarding limitations and expectations.
- ❑ Determine objectives and strategy
- ❑ Establish immediate priorities
- ❑ Establish an incident command post
- ❑ Establish an organization and assign tasks
- ❑ Ensure planning meetings are scheduled as needed
- ❑ Approve and authorize the implementation of an Incident Action Plan (IAP)
- ❑ Coordinate the activities of all general and command staff.
- ❑ Coordinate with key people and officials
- ❑ Approve requests for additional resources
- ❑ Keep agency administration informed
- ❑ Keep family informed via liaison
- ❑ Keep department informed via liaison
- ❑ Authorize media release related to funeral plans

Command Staff

Liaison officers

Report directly to the Incident Commander.

Assign liaison officers to the family and from the division that the deceased employee worked in.

Family liaison /Responsibilities

- ❑ Acts as the primary contact for the family throughout the event
- ❑ Provides security and coordinates for all needs through the IC
- ❑ Keeps family informed of activity, changes and progress
- ❑ Keeps IC informed of family wishes and concerns
- ❑ Participates in all planning meetings

Division Liaison/ Responsibilities

- ❑ Provides regular information updates to the division employees
- ❑ Keeps IC informed of status of investigation, and status of division employees

INCIDENT COMMAND SYSTEM (cont'd.)

- ❑ Participates in all planning meetings

Operations Section Chief

Reports to the Incident Commander

The operations section is responsible for carrying out all of the actual events as planned at the designated times.

Responsibility

- ❑ Assist in development of the operations portion of the IAP
- ❑ Request resources needed to implement the plan
- ❑ Supervise the execution of the plan
- ❑ Make changes as needed during the actual operational phase of the event
- ❑ Maintain close communication with the IC regarding changes in the IAP
- ❑ Coordinate activities with other involved agencies according to the IAP.

Plans Section

Plans Chief reports to the Incident Commander

Responsible for development of the actual written Incident Action Plan for the event and documentation of all activities. Plans, collects, evaluates, processes and disseminates information related to the incident.

- ❑ Obtain briefing from Incident commander
- ❑ Coordinate with Operations to establish timeline
- ❑ Develop Incident Action Plan that includes:
 - Objectives
 - Organization chart
 - Situation report (weather, general orders)
 - Timeline
 - Service plan
 - Security plan
 - Traffic plan
 - Reception plan
 - Maps, floor plans, routes
- ❑ Track resource status
- ❑ Publish regular situation report updates
- ❑ Monitor weather and other special information that may effect the event
- ❑ Develop alternative plans
- ❑ Set up and maintain display boards regarding incident status
- ❑ Track all arriving resources and their assigned tasks, locations and availability
- ❑ Provide maps and other documents as required
- ❑ Schedule and run regular planning meetings and briefings

INCIDENT COMMAND SYSTEM (cont'd.)

Logistics Section

The logistics chief reports directly to the incident commander.

Logistics is responsible for obtaining all supplies, facilities, equipment and personnel that plans and operations identify in the Incident Action Plan.

- ❑ Obtain briefing from Incident Commander
- ❑ Coordinate with Plans and Operations to provide requested resources
- ❑ Locate, provide, set up and adequate facilities
- ❑ Provide communications resources for command staff and involved parties, (Phones, copiers, radios, pagers, etc.) Develop communications plan for actual event for the IAP.
- ❑ Provide food and refreshment for IC staff and victims family
- ❑ Provide food and refreshment for event
- ❑ Coordinate and provide for all transportation needs
- ❑ Provide personnel to support functional areas and facilities
- ❑ Coordinate and manage donated goods and resources
- ❑ Manage staging areas for all arriving resources and participants on day of event

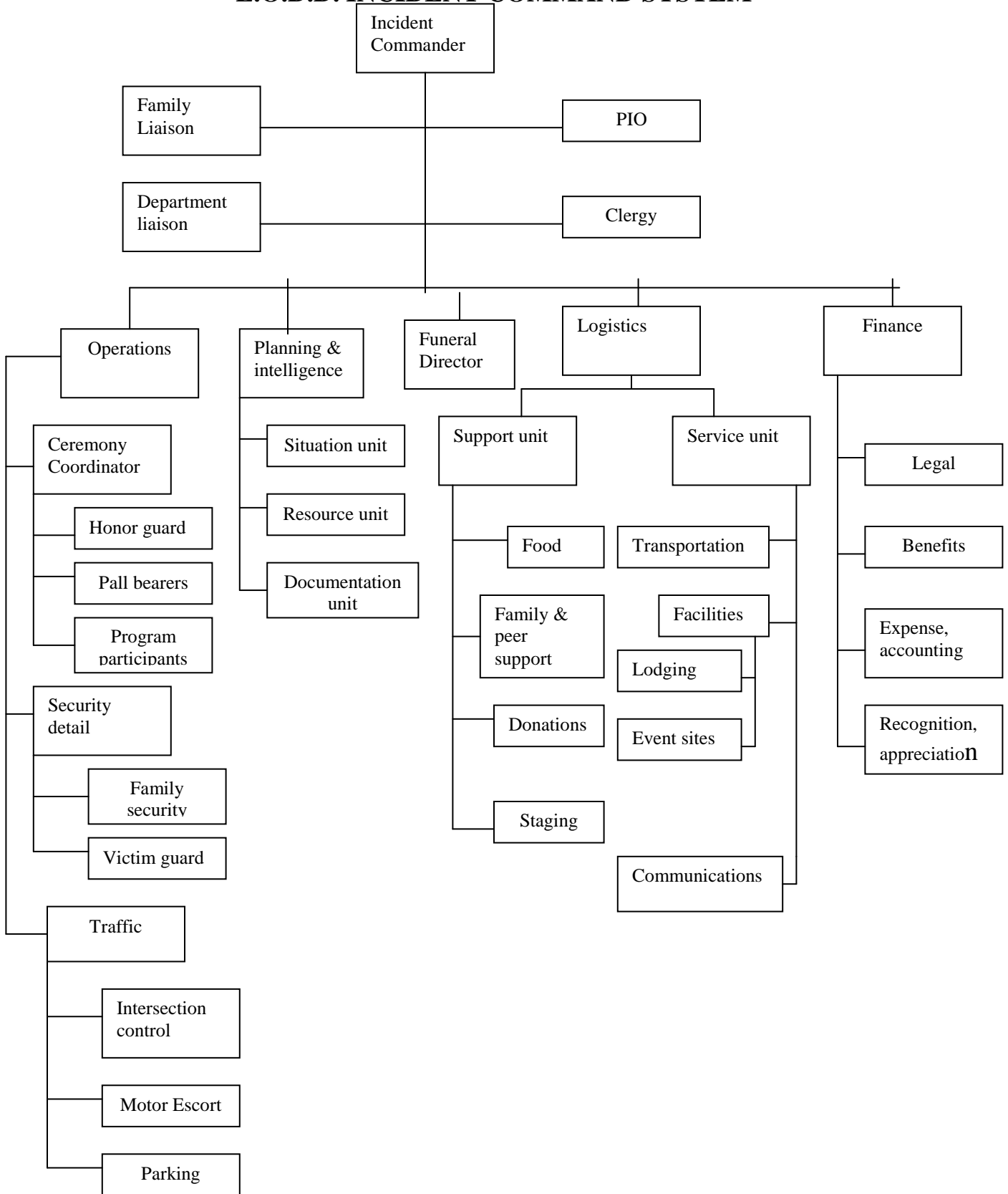
Finance Section

The finance chief reports directly to the incident commander

Logistics is responsible for obtaining and managing financial aid and resources for the event

- ❑ Obtain briefing from Incident Commander
- ❑ Research and identify benefits and legal issues related to victim and family
- ❑ Track and document donations
- ❑ Locate funding sources
- ❑ Establish and manage special accounts for donated funds
- ❑ Ensure legal requirements are met

L.O.D.D. INCIDENT COMMAND SYSTEM



LINE OF DUTY DEATH NOTIFICATIONS

The goal of every death notification is to deliver the message of death as compassionately and humanely as possible and then remain to support and comfort until the more "natural" system is in place.

The notification of the death in the line of duty is every emergency responder's family's secret dread. Because the notification is the "entrance" into this dreaded event, it is crucial to and often sets the stage for recovery for good or ill. To provide compassionate notification and support for the family is a gift of love from another member of the fraternity. It is truly a sacred responsibility.

While it is understandably traumatic for the family of the fallen officer, it is also very traumatic for those doing the notification. The emotional impact of the death notification is heightened when it is a line of duty death by the "fraternal" nature of the notification and certainly by its time critical aspect. Care then must be taken of those who notify as well as those who have been notified.

By following good principles of notification those who notify can provide a favorable climate for the long term recovery of the officer's family. To fail to do so can only increase the trauma and perhaps increase the time needed for recovery and return to some form of normalcy. To do a less than adequate job of notification may also greatly increase the stress level on those who notify and the Department as a whole.

LINE OF DUTY DEATH NOTIFICATIONS CHECKLIST

Following are some principles that will assist in doing a death notification:

(It should be noted that these are "ideals" and that there are seldom ideal conditions under which to perform such a task. It may frequently be necessary to adjust and/or improvise under very severe time restraints. Thus it is at the point of notification that there are frequent criticisms toward departments.)

- ___ Being mindful of the family's need to know, the notification should be made as expeditiously as possible.
- ___ If possible, those who are appointed to notify should be in accord with any prerecorded wishes of the fallen officer.
- ___ Time should supercede any protracted gathering of the "right" people to notify.
- ___ If at all possible, at least two people should do the notification.
- ___ If there is an emergency notification form available, it should be accessed and reviewed for accurate information. Accurate information must be assured before the notification is attempted. (Any special need physical or emotional conditions should be noted.)
- ___ Gather as many facts about the situation causing the death as is possible. Again being mindful of the time factor.
- ___ Whether the notification is to be done in a home, place of business or elsewhere, it should be done in privacy if at all possible.
- ___ Unless there are small children involved, gather all in the household together before notification is made.
- ___ Speak promptly, calmly and plainly about the death. Your presence already lets the family know that this is not a social visit. ("I am sorry to have to tell you that there was a house fire tonight and John was killed fighting that fire.")
- ___ Allow freedom of response from the family.
- ___ Inquire about the family's spiritual advisor and make arrangements to get him/her on scene as rapidly as possible. If the family has no spiritual advisor, pastor, priest, etc. offer the services of the Department Chaplain.
- ___ Be prepared to stay and assist the family in gathering support; getting questions answered and understanding what they are to do next.

LINE OF DUTY DEATH NOTIFICATIONS CHECKLIST (cont'd.)

- _____ Be prepared to transport the family to the hospital or other appropriate place for viewing of the deceased as desired.

- _____ Gain information about any other immediate family members, such as parents, or others, that may need to be notified in person. Get that process started while you are still in the home.

- _____ Prior to leaving, (only after others have arrived) discreetly gather information such as phone numbers, where they may be contacted, etc.

- _____ Let them know that a Family Liaison will be appointed and get their input. (If possible, get the liaison with the family before you leave.)

- _____ Give the family information about media contact assuring them that they may or may not speak to the media. It is their choice.

- _____ Prior to leaving, give the family names and phone numbers of necessary contacts and information about what needs to happen next.

- _____ Make only promises that you can personally assure.

ROLE OF THE CHAPLAIN

The Department Chaplain, whether volunteer or full time, will play a vital role at the time of a LODD. As “moral compass”, spiritual leader, friend and confidant to the department personnel he/she will naturally be called upon at such a traumatic and chaotic time.

The immediate role of the Chaplain may well have to do with the death notification. If not that, to be present at the hospital with family and personnel. Whatever the first call may be it will bring him into a chaotic time, requiring all of the resources available.

The Chaplain, a supporting person, should consider how much help will be needed within the Department and how much help he will need personally to be able to meet all of the demands. If there are not the resources of other Chaplains in the Department, he should consider bringing in help from other Department Chaplains to assist for, at least until after the memorial service.

Immediate concerns include: Notification, victim family support, personnel support in the form of defusings, debriefings; personnel family support and Memorial Service planning. The Chaplain should immediately be integrated into the ICS and meet with them on a regular basis. With the conclusion of the Memorial Service the Chaplain’s responsibility does not end but extends for as many years as there are memories of the LODD incident.

ROLE OF THE CHAPLAIN CHECKLIST

- ___ Respond immediately to the request for service (do not plan to do anything else for a week)
- ___ If requested to do the notification, follow proper protocols as outlined by your Department. **(Note Death Notification section)**
- ___ Call in additional Chaplain resources as needed. **(These should all be assigned to work within the ICS to accomplish the following tasks.)**
- ___ One Chaplain of the many should be assigned to provide leadership and tasking responsibilities for the other chaplains. This Chaplain should meet regularly with the planning committee.
- ___ Assign Chaplains to man the various work areas within the Department.
- ___ Assign one Chaplain to have primary responsibility for the spiritual support of the victim family. If they have their own spiritual advisor, this chaplain would then serve as liaison between him/her and the Department.
- ___ Make Chaplains available to all Department personnel on a 24 hour basis to include all shifts and all work areas. (Do not forget administrators)

CAUTION: Even if trained to do so, Chaplains should not participate as formal debriefers of personnel. Instead they should attend debriefings as others...to be debriefed.

WORKING WITH A FUNERAL HOME

This material may not be inclusive of the needed arrangements for all circumstances but it will provide a strong base of information. In some cities or towns, the choices and decisions that follow may be limited and/or not applicable i.e., there may be a limited number of locations large enough to accommodate the funeral. Some of the items may also be addressed in advance, i.e. predetermining appropriate sites for a ceremony and the ability of area funeral homes to be able to commit staff and facilities to required schedules and demands that are necessary.

For the purposes of this manual the Funeral Director is to be considered the employee of the local funeral home providing for the care of the deceased officer. He/she should not be confused with the Incident Commander

In any death there is only one goal, to help and serve the family to the best of our ability. There are no second chances to change the memory the family will have of the funeral. Communication is the single most important element to keep in mind and the wishes and requests of the family must be followed as closely as possible, even if we may not agree.

Note: In this section there may be some of what appears to be overlapping of responsibility but it is included that the Funeral Director using his portion may have the full scope of what is to be accomplished.

WORKING WITH A FUNERAL HOME CHECKLISTS

FAMILY CHECKLIST

Note: Some of the following will be accomplished through contact with the appointed Family Liaison Officer.

The main concern in any Line of Duty Death has to focus on the surviving family. Their participation in each facet of the arrangements is necessary so as not to alienate them from the help that is being offered. The appointment of a Family Liaison is one of the first and most important steps to occur. The Liaison may become the family's voice between them and the Funeral Director. Needless to say, the communication between the Liaison and Funeral Director will be constant and the ability for communications to go both ways at any time of day is imperative.

- ___ Immediate care and needs of surviving local family

- ___ Coordinate transportation/Lodging needs of any arriving out-of-town family with Logistics.

- ___ Assist the family with the selection of the Funeral Home which should include consideration of:
 - a. The size of the Funeral Home facilities (rooms, chapels, parking, accessibility) and is 24-hour availability possible?
 - b. Size and availability of Funeral Home Staff and their ability to commit to required schedules?
 - c. Complete attention of the Funeral Director assigned and their ability to commit to the Family and Liaison during the required time frame

- ___ Ensure the family has its wishes met for the Funeral Ceremony

- ___ Assist the family with disposition decision (burial, cremation, shipment to another part of the country.)

- ___ Provide the family with information updates regarding the investigation stages such as Coronor/ME release date and procedures for victim release.

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd.)

FUNERAL DIRECTOR CHECKLIST

- ___ Determine times and locations of department briefing meetings and attend each one.
- ___ Obtain names and contact numbers of assigned key personnel in various areas of responsibility, i.e., escort, traffic, parking, casket watch, media, honor guard etc.
- ___ There will be many offers of assistance and donations from the community that will take place over the next several weeks. Tracking and logging these donations is very important to do and should be centralized with the assigned Logistics section. Some type of acknowledgement should be made either in general to the community or to each donor within a week or so after the funeral.
- ___ Discuss with the cemetery staff (when determined and if applicable) about the overwhelming amount of vehicles and people that will be attending the committal services should also take place once the day and time of the service is scheduled. Depending on their size and accessibility, the cemetery may also be advised not to schedule any other services/burials for that day, due to the probable disruption this could create to other families.
- ___ A visit to the cemetery a day or two prior to the service is also strongly recommended. This meeting should include the parking and traffic heads from the police/fire department. Entry routes and parking diagrams can be made, the enlistment of Cadets/Explorers is critical for assistance in the direction/parking of cars and the maps should be distributed and covered with these groups in advance.

COST CONSIDERATIONS

Note: In most states laws do not allow the expenditure of public funds for funeral expenses. If the department, Union, etc. is going to assist the family with expenses, the appointed Financial Section person should be advised of the following as well as family members.

At some point in time, costs will need to be discussed. Sometimes costs can be some of the first questions asked. Expenses related solely to the funeral are:

- ___ Professional services of Funeral Home
- ___ Casket/cremation container
- ___ Cemetery
- ___ Shipping costs of deceased (if applicable); limousines, florists, catering.

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd.)

FUNERAL ARRANGEMENTS AND DECISIONS

The family, along with the department appointed Family Liaison, and funeral director, will need to address each of the following items at a planning meeting generally held at the funeral home. The attendance of the family at this meeting is not mandatory but is encouraged to give them the opportunity to fully participate in the decisions being made. "Protecting" the family from certain of the following decisions and/or experiences can be well meaning but actually may be harmful to their ability to work through their grief.

- ___ Selection of site for the funeral (consider all support facilities needed)
- ___ Day and date of funeral ceremony(ies) - (public/private) – coordinate w/ facility and clergy/speakers
- ___ Disposition - burial, cremation or shipment to other location
- ___ Preparation of obituary and funeral announcements for release to media
- ___ Memorial fund(s) for contributions
- ___ Selection and coordination of Clergy and Dignitaries to speak
- ___ Memorial program development, proofing and printing
- ___ Video presentations and music to be rendered – arrangement and confirmation of musicians
- ___ Casket selection
- ___ Open casket visitation period?
- ___ Clothing desired – Uniform?
- ___ Private service held for immediate family only prior to public services?
- ___ Family flowers
- ___ Flag draped casket or casket spray of flowers
- ___ Pallbearers
- ___ Transportation needs for family (this would include to viewings and any private services as well as to the services) and VIP Dignitaries - Limousines

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd.)

- ___ Routes of procession
- ___ Establishing timetable for events
- ___ Casket Watch personnel – 24hr?
- ___ Cemetery Arrangements
- ___ Airline arrangements if shipping deceased to other State/Country
 - a. This would involve a receiving funeral home and coordination of shipping schedules
 - b. Arrangement for tickets for family, honor guard &/or department escorts also traveling
- ___ Cemetery selection made and all cemetery details finalized
- ___ Post funeral reception – location (partly determined by expected numbers), time allotment, catering considerations. **Note Hospitality Section**
- ___ Media coordination for TV broadcast of services
- ___ Viewing considerations -
 - a. Number of Days defined
 - b. Private time set aside for family
 - c. Adequate memory sheets or other format for family, friends and general public to sign or leave personal messages of condolence.
 - d. Refreshments (coffee and ice water) should be readily available for the family, department personnel and friends.

This list may not be all-inclusive and is not in the order of importance or sequence for how it needs to be done. Of primary importance is the confirmation of the location for the service and the officiating clergy, the other things will fall into place.

PRINTED TIMETABLE OF EVENTS

Note ICS/Timeline Development section

When all of the details have been finalized, a detailed memorandum should be compiled and distributed to all participating parties. Information should include:

- ___ Key personnel and assignments of each
- ___ Specific timetables for processions and motor escorts
- ___ Timetable for each component of the funeral

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd.)

- ___ Maps showing routes to be taken from funeral home to staging areas, staging areas to the service location and from the service location to the cemetery
- ___ Parking diagrams for the funeral ceremony
- ___ Explanations of ingress and egress to the parking areas
- ___ Seating diagrams
- ___ Gravesite instructions, time frames and parking. (if applicable)

MEDIA CONSIDERATIONS AND CONFIRMATIONS

The media usually makes a request to enter the funeral home and film during the viewing. Permission must be granted by the family to allow this to happen. Consideration should be made towards the media and guidelines have to be communicated to them regarding the wishes of the family. **Note Public Information Officer Section**

REQUIRED INFORMATION FOR DEATH CERTIFICATE

The following information will be required at the Funeral Home. This information is needed for the Certificate of Death for the State of Washington as required by the State Department of Vital Statistics and the State Health Department; (information current as of July 1999 but subject to change or revision by the Health Department):

- ___ Full Name of the Deceased
- ___ Date and Place of Birth
- ___ Parents Full Names including Mother's Maiden Name
- ___ Race
- ___ Marital Status - if wife survives provide full name including maiden name
- ___ Social Security Number
- ___ Occupation - (Police Officer, Fire Fighter, Chief, Police Lieutenant etc.)
- ___ Address of Deceased - street number, county, city, State and zip

___ Highest Level of Education/Grade Completed

___ Did Decedent smoke in the last 15 years?

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd.)

Death Cert. Info., cont.

___ Veteran - if yes, be prepared to provide copy of discharge papers (DD214)

___ Length of residence in current county of residence

___ Informant (usually immediate next of kin) Name and full address

The Funeral Home will order Certified Copies of the Death Certificate for both the family and departmental agencies - determining the number of Death Certificates needed is necessary. Additional copies may be ordered at any time in the future. The information above must be complete before any death certificate can be ordered or issued by the Health Department.

WALK THROUGH

The day or evening prior to the funeral, a walk through with all participants is strongly suggested. The funeral home can supply an empty casket for practicing with the color/honor guard, pallbearers and other participants. Routes of entry and exit with the casket can be determined at this time; obstacles can be discovered (width of doors) and appropriate plans made. A raised stage for the speakers, some VIP seating and the podium was used with steps to one side for access; the casket was centered in front on the floor level. Memorial books or registers to sign are not practical and were not used. The Walk Through will include:

Note: significant positions, marching pivots, etc., may be marked with masking tape

___ Where the hearse/caisson will park

___ Who will open/close doors (hearse and building)

___ Positioning of "Row of Officers" from hearse to entrance of auditorium – how many officers and number of rows this will entail

___ Marching with the color guard and the "posting of colors" (may practice with taped music)

___ *Honor guard can practice how they are to march to and from the casket*

___ Desired line up/positioning of Pallbearers

___ Pallbearers practice marching with the casket and raising/lowering of the casket from the casket bier.

___ Proper locations and times to salute – practice of the salute itself

___ Directions to face

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd)

___ *How items would be placed onto and removed from the casket*

___ *Video, TV and other cameras can be positioned and aimed*

___ Positioning of flower easels can be marked with masking tape

___ Podium placement can be checked

___ Sound system checked – back up microphones and/or complete system recommended

___ Video screens can be positioned in relation to the stage and podium

FUNERAL SERVICES

The following times and tasks should be included in the IAP (**see timetable section**)

___ Set up and arrival times for flowers, mementos and funeral items (tables w/ chairs, baskets, memorial programs)

___ Escorted caravan with hearse from the funeral home to the staging areas then to the location of services

___ Limousines needed for family, VIP and others – coordination of pick up times and number of cars needed and arrival location(s) (**for those provided by the funeral home, for others see Logistics section**)

___ Seating for Family, VIP Dignitaries, Unit or Department Partners/Co-Workers, Local and support police/fire agencies, media and the general public

___ Private gathering area for family prior to services

___ Order of procession/recession for funeral service seating

___ Music/audio visual equipment considerations/coordinations

___ Order of Service – Program distribution locations

___ Enlistment of Police /Fire Cadets/Explorers to assist in seating/parking, handing out of programs

___ Support Police/Fire agencies, Media and the general public

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd)

___ Gathering place for Police/Fire Personnel prior to procession to seating (bowls or baskets should be placed in this area for the placement of department patches)

___ Flower cards can either be attached to the back of each floral piece or gathered and each marked with a description of the piece

PARKING CONSIDERATIONS (AT FUNERAL AND CEMETERY) (note diagram in Appendix)

___ Hearse

___ Family

___ VIP and clergy

___ Local Police/Fire agencies

___ Extended Police/Fire agencies

___ Media

___ Support - flower transport, caterers

MOTORCADE ORDER (see: TRAFFIC MANAGEMENT section)

GRAVESIDE / COMMITTAL SERVICES (note diagram in Appendix)

Note: There is usually quite a time delay (1 hour +) once the procession begins to arrive at the cemetery until the actual start of the committal ceremony. The family may wish to remain in the limousines or be ushered to another nearby vehicle (i.e.: several motorhomes pre-parked and supplied with refreshments) while the parking of all vehicles continues and positioning of those in attendance takes place. The following are some decisions to be made:

___ Will graveside be private or open to public?

___ Parking of police/fire vehicles etc. (several hundred to 1000+)

___ Area for media

___ Placement of flowers and wreaths

WORKING WITH A FUNERAL HOME CHECKLISTS (cont'd.)

___ Positioning of honor guard, rifle team, military, casket bearers, speakers.

Graveside/Committal Services, cont'd

___ Public address system

___ Podium

___ Air traffic should be kept to a minimum during services if this can be controlled. (Contact the FAA for assistance)

___ Ample seating for immediate family

___ Tent or Awning availability for family in case of inclement weather

___ Coordination of family's return to reception location

___ Removal and necessary delivery of flower pieces to specific locations requested by family

ARRANGEMENTS WITH SUPPORT BUSINESSES (FOR EQUIPMENT, FOOD, ETC.)

___ Flower pick up from the funeral home and deliveries to the service location may need to begin as early as 0500 on the day of the service.

___ Ample number of vans for transport of flowers

___ Meals for casket watch officers

___ Tables, chairs, tablecloths, baskets for sympathy cards and department patches etc.

POST FUNERAL DEBRIEFING – VERY IMPORTANT!

All major participants in the planning and coordination of the funeral events need to have this opportunity to share the successes and failures that were experienced. Hopefully there are few failures but as you dissect any failures you learn how to prevent them occurring again. This way

you can share with other departments, faced with a line of duty death, what worked, but more importantly, what didn't.

ROLE OF THE UNION / GUILD

While the role played by the Union or Guild of a Department may vary from one to another it should be understood that it would generally be an active participant at the time of a line of duty death. An entity such as a Union or Guild, established for the benefit of its members, should be one of the primary service groups standing ready to assist at such a time. For many Unions or Guilds a line of duty death becomes an opportunity to demonstrate to all, including their members, the value of member participation and loyalty. The key question to be considered by the Union/Guild is, "How can we at this time help the City/County, our Department and our members and their families?"

As a private organization it is generally the recipient of funds from the public that will then be funneled to the family. Also, as Departments are not generally able to pay the funeral costs of even a line of duty death, it often falls to the Union or Guild to either raise the money or assist in some measure with the expenses. At the least the role would be to act as a conduit getting the funds where they are most needed.

Their role at the time of a line of duty death encompasses working with the Union membership; the Department; the family of the fallen officer and the community.

In some departments the Union or Guild may take the lead or in others some of the membership may be fit into the Incident Command structure. In either case there should be care not to duplicate responsibilities.

ROLE OF THE UNION / GUILD CHECKLIST

PREPLANNING:

- ___ Set aside union funds in preparation of a line of duty death.
- ___ Be prepared to establish a memorial donation fund
- ___ Make pre-arrangements with a financial institution to administer a memorial fund.
- ___ Establish a Union policy for line of duty death response.

AT THE OCCURRENCE OF A LINE OF DUTY DEATH:

UNION / GUILD

- ___ Establish a committee to provide the Union's portion of the line of duty death response.
- ___ Make proper notification of the death to the Executive Board of the Union.
- ___ Communicate up to date and accurate information to the membership.
- ___ Establish a memorial donation fund.
- ___ Get as many members and their families involved as is possible.
- ___ Establish a Union hotline for other agencies.
- ___ Contact State and other regional Unions/Guilds.

DEPARTMENT:

- ___ Make sure an Executive Board member is part of the Incident Command structure.
- ___ Contact City Council and or other appropriate governmental agencies.
- ___ Establish an information liaison to officers and Department members. (Department Liaison)
- ___ Appoint a member (Treasurer?) to coordinate needed financing. (Financial Section)
- ___ Identify after funeral memorial opportunities.

ROLE OF THE UNION / GUILD CHECKLIST (cont'd.)

FAMILY:

- ___ Establish a liaison person to coordinate family needs. (May also be appointed by the Department in cooperation with the family. (See Care of Family section)
- ___ Work with family members on the coordination of City, State and Federal Benefits. (May also be a person appointed by the Department as a Benefits Officer)
- ___ Develop a plan to stay in touch with the family after the funeral.

COMMUNITY:

- ___ Contact key community members.
- ___ Establish a community hotline. (may also be done by the Department)
- ___ Seek community involvement.
- ___ Seek community donations and future memorial ideas, i.e., naming of parks, memorial areas, etc.

CARE OF THE FAMILY/PERSONNEL

FAMILY

The thought process behind many existing Line of Duty Death policies is action-oriented, task-oriented, with a limited time philosophy toward survivors. Most departments tend to not consider the emotional or psychological needs of survivors to be a part of their responsibility. A survivor's level of distress is affected by the department's response to the tragedy. Elements of the department's response that should be considered include:

1. The way the survivors are notified of the death
2. The emotional support provided by the department
3. The information the department gives concerning insurance and benefits.

How these elements are handled may have an influence on whether or not the survivor will develop a clinical psychological disorder, such as Post Traumatic Stress Disorder. Some PTS symptoms reported by survivors of line of duty death are feelings of hostility, estrangement from others, sleep disorders, flashbacks, detachment, guilt about surviving, difficulty concentrating, and intrusive thoughts. These feelings are typical of the intense, long-lasting reactions experienced by the majority of the adult survivors.

A survivor is defined as a spouse, children, parents, siblings, significant others, extended family, and coworkers.

The way the department handles the crisis of a line-of-duty death may actually increase the level of trauma experienced by the family.

Note: While very unpleasant, it is considered helpful for emergency responder family members to have attended a LODD memorial service prior to having to attend one involving their own loved one.

ROLE OF THE HOSPITAL LIAISON OFFICER

One of the ways in which the department may care for the family is through the use of a **Hospital Liaison Officer**. This officer is responsible for coordinating the activities of hospital staff, the fallen officer's surviving family, police officers, the media, and others, during the hospitalization of an officer. This period encompasses the time before the death occurs, until arrangements are made with the body.

HOSPITAL LIAISON OFFICER CHECKLIST

- ___ Arrange with the hospital staff to provide an appropriate waiting area for the family, the Chief, the Notification Officer, and only those others requested by the immediate survivors. This area should afford privacy.
- ___ Arrange for a separate area for fellow police officers and friends to assemble. It should be accessible to the family.
- ___ A Hospital Liaison officer should be present the entire time the family is at the hospital.
- ___ Ensure the family is updated on the status of their officer upon their arrival, and **before** department officials.
- ___ Ensure that the family is updated regarding the facts of incident upon their arrival at the hospital.
- ___ If it is possible for the family to visit the injured officer before death, they **should be afforded** that opportunity. The hospital liaison officer should "prepare" the family for what they might see and should accompany the family into the room for the visit, if the family requests it.
- ___ The Liaison should ensure that medical staff relay pertinent information regarding an officer's condition to the family on a timely basis and **before** such information is released to others.
- ___ As appropriate share specific information on how the officer met his or her demise, as well as allowing the family time with the deceased officer. *Do not be overly protective of the family. Remember:*
 - a. The family has the **right** to be with their loved one at time of death.
 - b. There is a definite need to touch and hold the body while there is still life, and being present when death occurs can be of considerable comfort to the family. To deny the family access to their loved one out of 'concern' for what they may see is not concern or protection at all. It is the family's **right** to be with their loved one.
 - c. The family has the **right** to visit the body immediately following death.
- ___ Notification team should be at the hospital.
- ___ A survivor should not be sedated unless the survivor requests medication. Much can be missed while under sedation, often to be regretted later.
- ___ In an attempt to comfort others, idle promises should **not** be made to the family.
- ___ Arrange for the food needs of the family while at the hospital.
- ___ Provide transportation to and from the residence for both the spouse **and** the parents.

HOSPITAL LIAISON OFFICER CHECKLIST (page 2)

- _____ Have bills sent to the department's billing agency. The family should **not** receive any bills at their residence. This may require the Hospital Liaison Officer to contact the hospital during normal business hours to ensure that proper billing takes place.

- _____ Have evidence technicians take many photographs, since the family who chooses not to view the body at the time of death may need to do so in the future.

- _____ If there is an autopsy, explain why it is needed.

CARE OF THE FAMILY/PERSONNEL (cont'd.)

PERSONNEL

The most stressful occurrence in a law enforcement or fire service career is the loss of a coworker. There are long-term effects to be considered. Statistics show when police administrators do not effectively deal with issues of grief and anger among their officers involved in a line-of-duty death incident, 70% of those officers will leave the profession within five years of the incident. Keep in mind what research has continually shown: The "quiet" ones, those who seem to show no emotion, who seem to not be affected by it all, are often the ones most in need of help. Thus, it is wise for department policy to dictate mandatory assistance for all involved officers after a critical incident. When a critical incident occurs close to home, such as the line of duty death of a co-worker, the officers' carefully, crafted defenses that serve them so well in job survival can come tumbling down. At that point, officers will need to process the incident or it will process them. Debriefings and other services designed to encourage personnel to express their feelings, reactions, and thoughts, are the keys to healing.

DEPARTMENTAL LIAISON OFFICER

To best care for the departmental personnel a **Department Liaison Officer** should be appointed. The Departmental Liaison Officer will report directly to the Incident Commander. On the other hand he will keep the Department Command Staff informed of all happenings with the line of duty death.

DEPARTMENTAL LIAISON OFFICER CHECKLIST

- ___ Works closely with the Hospital Liaison Officer and the Family Liaison Officer, to ensure that the needs of the family are met. Will also work with those organizing the details of the funeral.
- ___ Coordinate a CISD for all officers involved in the incident and other officers or personnel who may be emotionally affected by the serious injury or death of another officer.
- ___ Services of the department psychologist(s), peer support group counselors, and chaplains should immediately be made available to all personnel for however long is necessary.
- ___ Time off after a critical incident should be considered.
- ___ Explanation of department procedures, investigation(s), and the criminal justice system to the family, as may be necessary.
- ___ Be available to assist with the arranging of the funeral service, and keep the Chief of Police informed of the arrangements, and of the family's needs and desires to be cared for through Incident Command.
- ___ The Department Liaison should communicate to the family what the department can offer in the way of assistance, should a police/fire funeral be chosen. Clear communication is of the utmost important at this stressful time.
- ___ If the family desires a burial in uniform Logistics should be directed to have it available.
- ___ Arrange for the delivery of the officer's personal belongings to the family.
- ___ As other line-of-duty death survivors are likely to attend the funeral, ensure that they are identified and provided proper placement during the funeral procession. Call the local state chapter of COPS or NFFF (see appendix) for information on which other survivors may be attending. Remember:
 - a. Mutual support from other survivors is critical at this point in time. A brief introduction and hug from another survivor is a true comfort to the newly bereaved.
 - b. Grief is also triggered for past survivors upon the death of any law enforcement officer. Honor and respect should be afforded their previous loss, and their outreach to the newly bereaved.
- ___ Maintain a roster of all agencies sending personnel to the funeral, including:
 - a. Name and address of responding agency
 - b. Number of the officers attending

DEPARTMENTAL LIAISON OFFICER CHECKLIST (cont'd.)

c. Number of vehicles

____ Afterwards, ensure that all visiting and assisting agencies are appropriately acknowledged.
(See **Hospitality** section)

ROLE OF THE FAMILY LIAISON OFFICER

The Family Liaison officer should be an officer known and trusted by the family. This is not a decision-making position. *It is a critical assignment.* This is the role of a facilitator between the surviving family and the police/fire department. The time at the hospital is overwhelming. Family members are in a state of shock. The Family Liaison Officer tends to the personal needs of the family. If a death occurs, there is much to be done. Plans for the funeral need to be discussed. Family needs must not be over run by the planning of a department funeral. The family may not want a fire or police funeral. Make the family aware of the alternatives – the **family's choice prevails.** Recognize the rites and rituals of the family's nationality and religion. Ensure that parents of fallen officers are identified as "primary survivors ". Siblings should also be afforded recognition and proper placement during the funeral and procession.

FAMILY LIAISON OFFICER'S CHECKLIST

- ___ Meet with the family regarding funeral arrangements. Since most officers have not prearranged their wishes for the handling of their own funeral, the family will most likely need to decide all aspects of the funeral. Be sure to check for any instructions expressed in the officer's Emergency Notification Instruction form.
- ___ Participate in planning meetings to ensure family wishes are adhered to.
- ___ If a police or fire funeral is chosen, brief them on the funeral procedure (including the possibility of high attendance, ceremonial procedures and honors-such as the presentation of the flag, rifle volleys, etc.).
- ___ Prepare the family for the time frame a police or fire funeral takes. Medical conditions, and other factors, may need to be considered.
- ___ Be prepared to provide the family with a list of alternate churches or other appropriate facilities to choose from, with seating capacities large enough to accommodate attendance at the funeral.
- ___ Be constantly available to the family throughout this traumatic process.
- ___ Coordinate with Logistics to provide department vehicles to be made available to the family (i.e.: spouse and parents) for transportation to and from the family's residence, to the hospital, to the funeral home, the funeral, and to the committal services.
- ___ Coordinate with Logistics for travel and lodging arrangements for out-of-town family, and visiting officers (Airlines provide discount for funeral travel).
- ___ Ensure that the surviving parents and siblings are afforded recognition and that proper placement is arranged for them during the funeral and procession.
- ___ Coordinate with Logistics for what the agency, labor organizations; and support groups can do to assist with out of town family, feeding the funeral attendees and feeding of the family.
- ___ Coordinate with Logistics to see that the family home is prepared for the influx of visitors following the funeral and committal services, including food and baby-sitting needs.
- ___ Use family support groups, de-briefing teams, COPS representatives; all available resources.
 - a. A Remember, the family will be in a state of shock. Offer them the available resources, and let them make the decision of what they are able to do, at this point in time.
 - b. Remind them these resources are available long-term. Be prepared to provide them with a resource list of names and numbers for future needs.

FAMILY LIAISON OFFICER'S CHECKLIST (cont'd.)

- c. Ask for the family's permission to give people from these support agencies their personal telephone numbers. This will facilitate a more effective means of calling on the family in the weeks and months to follow.
- d. Ensure that the family has access to other fire and law enforcement survivors, or other support groups. (Concerns of Police Survivors, Survivors of Homicide Victims, Parents of Murdered Children, etc.).

_____ The department should make routine checks of the family's residence, or assign an officer to the home during this time.

_____ Arrange for department personnel to screen telephone calls at the residence. (i.e.: protection from the media, the general public, etc.). The number of in-coming telephone calls will be high. The family should be afforded the peace of mind knowing someone is protecting them from unnecessary calls.

_____ Ensure that one or more uniformed officers to remain at the family home while the family is away during the viewing, funeral, and committal services.

ROLE OF DEPARTMENTAL ADMIN./COMMAND STAFF

No one can ever be fully prepared for a line of duty death. By definition, LODDS are not events which can be predicted or fully preplanned. However, the grief, stress and shock on the family, the Department and the community, make preparation - as far as we can prepare - a must. There are many things to do, so many things which can go wrong and so many expectations that one cannot simply wait for a LODD to occur to start planning. During the time immediately following a LODD, one is not at one's best in planning and reacting. Administrators are confronted with infinite demands and yet still have to run the Department and handle all the ordinary crises that plague emergency responders every day. Finally, in the immediate aftermath of a LODD, the whole world is watching, and many of those watching are in a state of post traumatic disruption. Any mistake is not only noticed but amplified. Sensitivities within the Department and the community are apt to be very high.

SOME GENERAL CONSIDERATIONS FOR ADMINISTRATORS:

- "Stand Tall" for your Department and the community-
- Be supportive of the family and your officers.
- Wishes of the family should always supercede the wishes of the Department, but needs of the family and needs of the Department should, ideally, be considered together.
- Delegate and delegate effectively through your Incident Command System.
- Don't make it worse! Enable those assigned responsibility to function.
- Maintain communication lines on major details through the Incident Command System.
- If the LODD results in a criminal investigation, keep it and the LODD functions separate.

Pre-assigning planning responsibilities and specific tasks, and following an Incident Command System will reduce much of the burden. Following a LODD, Administration tasks will generally fall into the following major categories:

- Investigation of the death of the officer
- Assisting the family of the deceased officer
- Assisting Departmental personnel

- Preparation for the Memorial Service
- Communication of the incident/Media involvement

ADMINISTRATOR'S CHECKLIST

- ___ Activate your Department LODD plan, calling together those pre-assigned to tasks. If there has not been pre-appointment, appoint an Incident Commander immediately.
- ___ Confirm that the notification of the family is in progress
- ___ Confirm the transport of the family as applicable
- ___ As applicable, go to the hospital or scene of LODD Communicate/cooperate with your Department Chaplain as to the immediate emotional, spiritual and physical needs of family
- ___ Arrange for notification of Department personnel
- ___ Notify primary elected officials
- ___ Cooperating with your PIO, compose standard statements for distribution (for release only after primary notifications are completed)
- ___ Confirm the notification of COPS
- ___ Brief Union/Guild Executives
- ___ Confirm care of other officers who may have been on scene
- ___ Confirm care of Departmental family members
- ___ Arrange for continuing updates for Department, media and elected officials
- ___ Make a formal visit/s to the home of the deceased officers family (including parents)
- ___ Consult with the Department's Legal Advisor regarding matters that may be of a sensitive nature
- ___ Meet regularly with those who are caring for the details of the Memorial Service
- ___ Expedite notice/invitations to any dignitaries who may be expected to be involved in the Memorial
- ___ Prepare for full participation in the Memorial as may be appropriate
- ___ Following the Memorial, assist in expediting the paperwork necessary for family benefits

ADMINISTRATOR'S CHECKLIST (cont'd.)

- ____ Establish a calendar for follow up for both family and officers
- ____ Attend the police National Memorial in Washington, D.C. or fire National Memorial in Emmitsburg, MD
- ____ Be active by your presence during the trial, as applicable
- ____ Confirm the provision, physically, emotionally and spiritually for both family and Department during the trial

ROLE OF THE PUBLIC INFORMATION OFFICER

Immediately following an emergency service provider line of duty death (LODD) the demand for in depth and accurate information will be massive. Public Information Officers (PIO) will be bombarded by all forms of media: television, print and radio. The phone will ring off the hook and pagers will not stop beeping. How do you survive this challenging time? **YOU MUST HAVE A PLAN.**

The following is not intended to instruct one on the how of performing PIO responsibilities, but to provide a guide outlining specific areas that need to be addressed both before and after a LODD.

PUBLIC INFORMATION OFFICER'S CHECKLIST

PRE-LODD

- ___ Establish media contact lists. In the event of an LODD, the media will seek you out; however, if you have previously established a solid relationship with the media, your job will be much easier.
- ___ Know how to contact national affiliates.
- ___ Prearrange the physical space for a joint information center (JIC). Consider space, equipment and access requirements.
- ___ Determine where news conferences are to be held. Consider space, equipment and access requirements.
- ___ Determine if person or persons from PIO group will be charged with family notification responsibilities.
- ___ Form a team. You may want to use "mutual aid" agreements with other PIO's.

AT THE TIME OF A LODD

- ___ Set up media area so you have one area where you keep the media updated
- ___ All information will be approved for release by the Incident Commander.
- ___ After the family has been notified you need to get information out on the officer.
 - a. You will need to get officer's name, rank, age, and family status and department high lights.
 - b. Make sure you talk with the family and give them some idea of what the media attention will be like and what to expect.
 - c. You may want to advise them not to watch the news for a few days.
 - d. Tape the news coverage for family for later time
 - e. See if the family wants to make a statement (most don't but you will be asked)
 - f. The media will find where the family lives so prepare them. If you can get your department to post someone near the family home that will help.
- ___ Try to make your updates at least once an hour or sooner if needed – This will help you stay in control.
- ___ Assign someone to handle live, on the scene, interviews and news briefings.
- ___ Coordinate all information releases with appropriate city, county, state or federal officials.

PUBLIC INFORMATION OFFICER CHECKLIST (cont'd.)

AT THE TIME OF A LODD (cont'd.)

- ___ In cooperation with the Chief's Office and Incident Command, prepare a teletype to all Departments in states in close proximity to your own.
- ___ Establish a rumor control section that reports directly to the designated PIO.
- ___ Keep members of the department or agency informed. This is ongoing and vital.
- ___ Gather employment information: department, city, county, state or federal (depending on affiliation).
- ___ Prepare fact sheets as soon as possible, then fax or e-mail as requests are received. Have current fact sheets available at all meetings with media.
- ___ Prepare and forward press releases. Record all press releases for review and information release verification.
- ___ Schedule and coordinate news briefings.
- ___ Schedule and coordinate pre-press conference meetings. Prepare department heads and elected officials for interviews and press conferences.
- ___ Schedule and coordinate press conferences.
- ___ Schedule and coordinate interviews with administration, co-workers.
- ___ Work with family liaison to schedule and coordinate family interviews.
- ___ Continually monitor all information releases. As the incident develops it is essential for the PIO to continually monitor all information releases to ensure they are up to date and accurate.
- ___ Maintain an incident file. This file will be invaluable should the department or agency experience a future LODD.

FUNERAL ICS / TIME LINE DEVELOPMENT

The Memorial Service often becomes the focus event in a line of duty death. While the Memorial Service should never be allowed to overshadow the death itself, it does serve as a point of embarkation for the family of the fallen officer or firefighter, for the Department and the community. The service, meant to honor the officer or firefighter and his/her family must be conducted with dignity, respect and care for the family and Department. That need dictates careful planning and integration with the whole of the line of duty death incident. That is best accomplished within the Incident Command System.

The ICS provides the framework for the Memorial Service, bringing together all of the different aspects into an integrated whole. The integration results in a time line to be carefully followed. When followed, the time line enables a Memorial that is truly honoring of the officer and is truly memorable in a positive way.

The following time line is a sample of the kind of detailed specificity that ought to be included in the planning for the memorial service for a line of duty death. The editors are indebted to the Omak, Washington Police Department for their willingness to allow the time line of the memorial service for Officer Mike Marshall to be included in this manual.

SUNDAY, MARCH 29

0900-1200:

Ceremony coordinators meet at Omak HS to finalize the basic ceremony plan, review parking, traffic control issues, and identify staging and overflow areas

0930:

Set up begins at OHS Auditorium (Stephen Clark)

1300-1600:

All members of Primary Planning Group meet at Omak PD. Review progress and current status. Finalize the ceremony plan.

1300-1900:

King County Sheriff Honor Guard commences casket watch at the funeral home (Sgt. Fuda coordinating)

1800-2000:

Primary Planning Group conducts a walk through at Omak HS (Sgt. Veliz, Sgt. Hall, Chief Cramer, Sheriff Wood, Pastors, Chaplain, Chief Ariwite, Lt. Irwin, Sgt. Saunders, Stephen Clark-OHS, and Sgt.

Rogers, VIP Coordinators, Funeral Directors, Sgt. Dixon, and Officer Havenar)

2030:

All Primary Planning Group members attend the family briefing

2100:

No changes to the ceremony plan from this point

MONDAY, MARCH 30

0700:

Vehicle Staging Area established at Stampede Fair Grounds (Ken Calentine is the coordinator)

0700:

LERN Frequency secured for memorial service operations

0700:

Omak HS Auditorium opened and the final set up begins

0700:

Portable toilets arrive at the cemetery and the fair grounds

0730:

Command Post is activated at Omak HS. Sgt. Veliz, Sgt. Hall, Sgt. Dixon, Officer Havenar, Sgt. Saunders, Chief Bowling, Chief Ariwite, Sgt. Tangen, Sgt. Pippen, Sgt. Fuda, Lt. Irwin, Sgt. Humphrey arrive at CP

0730:

Identified Honor Guard personnel and dignitaries arrive at the Omak Airport. Logistics Chief initiates transportation plan for above and family members at this time

0800:

Traffic control posts are staffed and barricades set up (Sgt. Saunders, Chief Bowling, Chief Ariwite)

0800:

Casket watch begins at the funeral home (Seattle and King County Honor Guards, Sgt. Fuda)

0815:

Family arrives at the funeral home

0900:

Motorcycle escort arrives at the funeral home

0900:

Lifeline Ambulance in place at Omak HS

MONDAY, MARCH 30 (cont'd.)

0930:

Procession begins from the Stampede Fair Grounds to Omak HS (Sgt. Saunders, Chief Ariwite, and Chief Bowling)

0930:

Honor Guards from Washington, Oregon, Idaho, and Canada arrive at OHS. Briefed by Sgt. Dixon and Officer Havenar. Greater Seattle Police Pipe and Drum Band arrives and prepares.

1000:

Procession arrives at OHS. Parking plan activated (Sgt. Tangen, Sgt. Phippen)

1045:

Funeral party (hearse, family, pallbearers, escorted by motors departs funeral home for OHS

1045:

Uniformed personnel form outside auditorium entrance. Sgt. Dixon will stage the family, pallbearers, Omak PD and OCSO when they arrive

1045:

Honor Guards, Seattle Police Horse pyramid, and Greater Seattle Police Pipe and Drum Band in place (Officer Havenar and Sgt. Dixon)

1050:

Funeral party arrives at OHS. Pre-Ceremony Sequence initiated. Casket is conveyed into the auditorium. The family is escorted into the lounge (Sgt. Rogers). Casket watch resumes and remains in place until the start of the ceremony

1055:

Omak PD and OCSO are dismissed from the formation and escorted into the auditorium. Uniformed personnel are dismissed and lead in followed by the general public. Overflow is placed in adjacent room. Note: The auditorium will remain empty until the above seating plan begins. The only exception will be the media setting up, and disabled attendees.

1110:

Officer Marshall's family is escorted into the auditorium and seated.

1115:

Memorial service begins

1215:

Traffic control posts are set up along procession route to the cemetery (Sgt. Saunders, Chiefs Bowling and Ariwite)

MONDAY, MARCH 30 (cont'd.)

1230:

Memorial service concludes. Honor Guards form funnel outside auditorium. The casket is conveyed to the hearse. The family is escorted to the lounge while uniformed personnel return to their vehicle. family is taken to their vehicles Honor Guards, horses, and pipe and drum band depart immediately for the cemetery. Vehicles for these units must be pre-positioned nearby and access cleared

1230:

Command Post established at the cemetery (Sgt. Veliz and Sgt. Hall)

1300:

Motorcycle escort arrives with the procession at the Okanogan Valley Memorial Gardens. Seattle Police Horses and pipe and drums lead the motorcade through circular drive. The immediate family is escorted to the RV (Sgt. Rogers). The parking plan is activated. (Sgt. Tangen and Sgt. Pippen)

1315:

Honor Guards and uniformed personnel along with general public assemble (Sgt. Dixon, Sgt. Fuda, and Officer Havenar)

WSP Rifle Team, Pipe and Drum Band are positioned nearby (Sgt. Veliz). Identified Honor Guard Commanders recover pre-folded flags from the hearse and stage.

Family and Omak PD and OKSO escorted to their seats and or close-in formation (Sgt. Dixon).

Casket is conveyed by pallbearers to graveside.

Graveside service begins.

1400:

Graveside service concludes. The family is escorted to their vehicles and depart. The alternate plan will be for the family to remain on-site until other vehicles have left.

LERN Frequency is released.

Command Post ends operation.

THE MEMORIAL CEREMONY (POLICE)

The objective of the Line of Duty Death Memorial Ceremony is to honor the officer who gave his or her life, and to honor the family of the officer. All other concerns or issues are secondary to this primary purpose.

The following list is suggested as **Primary Resources** for planning and conducting a LODD Memorial Ceremony.

Concerns of Police Survivors (COPS)
Department Family Liaison*
Department Command Level Officer
Department Honor Guard Commander
Clergy/Department Chaplain
Funeral Home
Other Agencies' Honor Guard Commanders

The sample Memorial Ceremony that is included in this section is intended only as a sample. The editors of this manual are indebted to the Omak, Washington Police Department for allowing the use of their Memorial Ceremony in honor of Officer Mike Marshall as a sample.

Each department will want to create their "own" ceremony having answered the questions to follow:

***The Department Family Liaison Officer will continue to serve in a support role. That officer's only responsibility is to assist the family. The officer is not a planner, or necessarily part of the ceremony but acts as the families direct contact with those who plan the ceremony.**

THE MEMORIAL CEREMONY (POLICE)

SOME QUESTIONS TO BE ANSWERED

- ___ What does the family want the service to look like?
- ___ What is it that the family does **not** want to see?
- ___ What does the Department want for the service?
- ___ What facility is available for the service?
- ___ What restrictions do a particular religious denomination pose for the service?
- ___ What are the limitations of the Department in handling the service?
- ___ What are the existing issues in the family? (divorce, child custody, feuds)
- ___ What will be the level of community involvement?
- ___ What are the political issues?
- ___ What are the cost restrictions for the ceremony?

SAMPLE MEMORIAL CEREMONY

Operational Orders for Honor Guards, Rifle Team, and Pipe and Drum Band

PRE-CEREMONY SEQUENCE: (Commands for all Honor Guards by SPD - Dixon and Havenar, WSP Veliz for Rifle Team, and Pipe Major Woodruff for Pipe and Drums)

Honor Guards form a funnel on the street 200 yards from the main door

When the motorcade approaches the site Honor Guards will be called to attention

Motorcade passes

COMMAND: Present, Arms

Motorcade is stopped at the horse pyramid and Pipe Band staging location

COMMAND: Order, Arms
Ready, Face (Honor Guards will face the main doors)

Pipes and Drums march playing from staging area to the main doors

COMMAND: Honor Guard, Forward March
Units will march to the front of the school forming a funnel near the main door

COMMAND: Parade, Rest

Horse pyramid leads the hearse to the front door
Honor Guard casket bearers will remove the casket and escort inside

COMMAND: Attention
Present, Arms

After the casket and family have passed by

COMMAND: Order, Arms

Honor Guard falls out to other assignments

Casket is escorted to the stage

Honor Guard Casket Watch begins with relief schedule in place

SAMPLE MEMORIAL CEREMONY (cont'd.)

CEREMONY SEQUENCE:

Casket Watch is relieved

WSP Veliz marches to the front of the stage with guide-on

COMMAND: Please Rise for the Rendering of Honors

Bugler comes onto the stage from the curtain and posts

COMMAND: Sound Adjutants Call

Bugler falls out and returns to the rear of the curtain

Pipers march into auditorium playing. Band makes a circular pass through the area and stages at the rear

COMMAND: Rifle Team, Forward, March

Team marches to the front of the stage facing front. Performs drill

COMMAND: Honor Guard, Mark Time, March

Forward, March

Honor Guard, Halt

About, Face

COLORS ARE PRE-POSTED ON THE STAGE AS REQUESTED

COMMAND: Present, Arms

National Anthem is played

Order, Arms

COMMAND: Rifle Team, Forward, March

COMMAND: Honor Guard, Mark Time, March Forward, March

Units march out and to the front parking lot

RELIGIOUS SERVICE BEGINS (Nature of service is dependent upon the faith of the fallen officer or his/her family.)

RELIGIOUS SERVICE ENDS

There will not be a retrieval of colors

Casket Watch resumes with relief schedule

Pipers will remain in the auditorium and will play as the audience exits

SAMPLE MEMORIAL CEREMONY (cont'd.)

The last Casket Watch will recover the pre-folded flags from the stage and return to Sgt. Dixon for placement in the hearse

Two Honor Guard Officers will recover the pre-posted colors on stage and transport to graveside

POST CEREMONY SEQUENCE:

Honor Guards will fall in at funnel formation and at parade rest at the main doors

Uniformed personnel and civilian attendees will exit the gymnasium through the main doors

Uniformed personnel will fall into formation as directed by Sgt. Dixon

The casket and family exit the main doors

**COMMAND: Honor Guard, Attention
Present, Arms**

Casket and the family pass through the **funnel**

Casket Bearers execute pre-determined precision drill in placement and stance

**COMMAND: Order, Arms
Forward, March**

COMMAND: Sgt. Dixon Uniformed Personnel, Order, Arms

**COMMAND: Honor Guard, Forward March
Units march to identified location**

Honor Guards, the horse pyramid, and pipers will immediately proceed to their vehicles. Units will be escorted by motors to the graveside prior to the motorcades departure.

GRAVESIDE SEQUENCE:

Color Guard falls in as directed

Flag Folding Detail falls in as directed

Selected Honor Guard Commanders holding pre-folded flags stage as directed

SAMPLE MEMORIAL CEREMONY (cont'd.)

Honor Guard forms a funnel from the driveway toward the tent. Fall in at parade rest

Rifle Team and Pipers stage behind the large monument 100 yards away

Motorcade arrives. Horse pyramid escorts through the circular drive

Casket Bearers stage at the rear of the hearse

Pipers play

Bearers remove the casket from the hearse

COMMAND: Honor Guard, Attention
Present, Arms

Casket and family proceed through the funnel formation to graveside

COMMAND: Order, Arms
Ready, Face (Funnel formation makes a facing movement so that each file is facing the casket at a 45' angle
Parade, Rest

RELIGIOUS SERVICE BEGINS (Nature of service is dependent upon the faith of the fallen officer or his/her family.)

RELIGIOUS SERVICE ENDS (Cue from Chaplain)

COMMAND: Flag Detail, Post (6 Officer Detail)

Flag Detail Only Ready, Face

Flag folding commands will be silent and orchestrated by the Flag Detail Officer

COMMAND: Honor Guard, Uniformed Personnel, Attention

The Flag Detail raises the flags over the casket and holds it taught

COMMAND: Present Colors

Color Guard cues

All uniforms will render a salute

Pipers Play Amazing Grace

Rifle Team fires salute

Echo Taps is played

SAMPLE MEMORIAL CEREMONY (cont'd.)

GRAVESIDE SEQUENCE:

COMMAND: Order, Arms

Flag Folding Detail proceeds with fold

Spent casings from the rifle salute have been recovered and inserted into the four folded flags

Havenar will present the casket flag to the Chief of Police for his presentation to family.

The three Honor Guard Commanders with the pre-folded flags will march to the Chief. He will recover each, one at a time, and present to family

Final Radio Broadcast

COMMAND: Flag Detail, Face Forward, March

COMMAND: Honor Guard, Uniformed Personnel, Fall Out

END OF CEREMONY

THE MEMORIAL CEREMONY - FIRE

Note: The following material relates to the ceremonial portion of the Fire Memorial Service. For other protocols, time lines, etc. please refer to the previous section, “Planning Police or Firefighter Line of Duty Death Services:.”

The planning and execution of a Memorial Service for Police Officers or Firefighters is very similar. Following is an abbreviated version of the Fire Memorial with some elaboration of the distinctives.

CASKET ON and OFF FIRE ENGINE

Depending upon the wishes of the family the fallen firefighters casket may be transported by fire apparatus. The apparatus should have a special cleaning; hose bed stripped of hose and the dividers removed. If possible the operators should be in full dress uniform.

The pallbearers place the casket onto the engine at the mortuary. Pallbearers line up three on each side of the engine and the Honor Guard does the same. All firefighters present are brought to attention. The order to salute (**Present Arms or Hand Salute**) is given.

The salute is held until the casket arrives at the place where it will rest during the ceremony. (The religious customs, venue size or layout will dictate where the casket is placed.) The casket is lowered onto a wheeled conveyance. (That lessens the chances of a mishap if carried. Choose a pre-determined wide route of travel, preferably down the center aisle.) The casket starts toward the ceremony area, stopping long enough for the Honor Guard to form directly behind the casket. The family follows the Honor Guard.

The crew with bunking gear follows the family. Some families may want the casket in place and not have the above honors. In this case have ushers assist them in so that they are not stopped by friends and relatives.

BUNKER CEREMONY

A set of bunking gear should be carried in by the fallen fire fighters crew and displayed next to a picture of the person. The helmet placed on top of the neatly folded jacket with the strap around jacket making it easier to carry and display. Bunking pants and suspenders neatly arranged over boots so they can be carried in one hand.

FORM RANKS OF FIREFIGHTERS

(Each fire fighter should have a mourning band across their badge. (black electrical tape may substitute) This is done as the casket is brought into the venue and when the casket is brought out of the venue. The ranks must be in place prior to the arrival of the fire engine. Leave room to maneuver the casket, honor guard, and family. Fire Fighters are face to face approximately eight to ten feet apart. The distance between each fire fighter in a rank will vary with the distance to be covered and the number of fire fighters available. The fire fighters must have room to salute, If not enough to make a fire fighter every 8 feet then do not have ranks.

THE MEMORIAL CEREMONY - FIRE, (cont'd.)

ENTER VENUE:

This is an appropriate time for a piper to play. Usually a piper will be able to recommend a song to use at this time.

SEATING CHART

Family members are seated in the left front rows. Civilians are seated behind family.

Pallbearers, and Honor Guard in the front side seats so they can get to and from the center aisle.

The right front seating from the center aisle is as follows: Fire Chief, Union President, International Principal Officers, Local Union officials, Deceased's company, the Fire Department of the fallen fire fighter and then members of other fire departments.

Ushers need to be briefed on the seating and they need to be available to the funeral coordinator during the ceremony for any changes.

Clergy member asks everyone to rise as casket is brought into venue.

OPENING PRAYER

The clergy or Department Chaplain may act as the master ceremonies and introduce speakers.

DIGNITARY SPEECHES (keep to three if possible)

Give the dignitaries a time frame. They may be seated on the podium or they may be placed in the seats near the stage. Have water available.

FAMILY REPRESENTATIVE SPEECH

Hopefully the family can agree on one representative. Try not to have family members sing or play instruments since they may be unable due to stress.

PLAYING OF MUSIC

An appropriate musical selection could be done here, serving as a break between speakers.

FLAG PRESENTATION

The U.S. Flag is folded into a triangle and displayed with bunking gear and members picture. (not on ground) The Chief of the Department or his designee presents the flag to these persons in the following order: spouse, parents, children, siblings, grandparents, and friend. **One flag is presented.** If the flag is on the casket, then it may be presented at the internment site.

MEDAL PRESENTATION

The I.A.F.F. presents a medal to its union members killed in the line of duty. This medal is presented to the family member as listed for the U.S. Flag.

FIREFIGHTERS PRAYER

The Fire Fighters Prayer (See Appendix)

THE MEMORIAL CEREMONY - FIRE (cont'd.)

RINGING OF LAST ALARM

The Chaplain or Department Member reads or recites:

Throughout most of history, the life of a firefighter has been closely associated with the ringing of a bell. As he began his hours of duty, it is the bell that started it off. Through the day and night, each alarm was sounded by a bell, which called him to fight fire and to place his life in jeopardy for the good of his fellow man. And when the fire was out, and the alarm had come to an end, the bell rang three times to signal the end.

And now our brother _____ has completed his task, his duties well done, and the bell rings three times in memory of, and in tribute to, his life and service.

Officer in charge calls firefighters to attention.

Color Guard called to Present Arms

Bell is struck three times

Color Guard called to Order Arms

Firefighters seated

PLAYING OF TAPS

If there is to be a graveside service Taps may be played there or repeated

CLOSING PRAYER

Local Clergy or Department Chaplain

EXIT VENUE

Fire fighters exit and form two ranks out to the fire engine or hearse.

Pallbearers move casket part way down the center aisle and wait for Honor Guard and family to form behind them. Funeral coordinator may have the ushers assist family members. The Funeral coordinator subtly motions the pallbearers to proceed out of the venue. As the casket moves, the two ranks of fire fighters are brought to attention and then ordered to salute. Honor guard posts to one side of apparatus and salutes. When casket is on apparatus the command of lower arms is given. Then the order of "**Detail Dismissed**" is given. (This ends the ceremony)

CROSSED AERIALS

Two Aerials whose ladders are crossing over a street where the funeral procession will pass beneath is an appropriate symbol of service and respect. An U.S. Flag is flown suspended from the aerials.

THE MEMORIAL CEREMONY - FIRE (cont'd.)

NOTE:

Funeral coordinator is the person in charge of the funeral/memorial service. Rank within the fire department should not be a factor in the selection of this person. This person should not be a participant in the service. There should be another person who also knows the service step by step and who has communications with the funeral coordinator. There are decisions to be made during the service, and the coordinator needs to be available to make those decisions. It will be necessary to relieve the Funeral Coordinator from duty while making arrangements for service.

THE ROLE OF THE CHAPLAIN IN THE MEMORIAL

The role of the Fire or Police Chaplain in the memorial service is a natural extension of their role in the department they serve, whether they are a volunteer or full time. The Chaplain is generally considered to be the moral and spiritual standard bearer; compassionate friend and confidential helper to all department members regardless of rank, gender or spiritual bias.

That accepted role naturally gives the chaplain a proper place in the memorial service. In addition to the department giving that place, it must also be given by the family of the fallen officer. It should never be assumed that the department chaplain will be the lead person in the memorial service. He or she may be held in highest esteem by the department but not known by the family of the officer at all. The family may as well have their own pastor, priest or rabbi that they expect to lead the service.

Should the family have their own spiritual leader, the department chaplain works in cooperation with them and assumes a lesser role in the memorial service.

ROLE OF THE CHAPLAIN IN THE MEMORIAL CHECKLIST

- ___ Determine the family's wishes regarding the Chaplains participation in the memorial service.
- ___ If the family has their own spiritual leader the Chaplain will serve as that leaders liaison to the Department, assisting in any way possible.
- ___ As early as possible obtain an order of service from the families spiritual leader.
- ___ Be prepared to program the memorial service if requested to do so by the family and the Department.
- ___ Be instructed about the officer's/family's faith practices, particularly surrounding death, and in turn instruct pertinent departmental personnel so that they may sensitively assist in the memorial service.
- ___ Attend as many of the memorial service planning sessions as possible.
- ___ Practice with the Honor Guard so as to be in synch with their movements.
- ___ Attend the memorial service "Walk Through".
- ___ Prepare to be appropriately attired for participation in the memorial service.
- ___ During the service be aware of the multiplicity of faiths present, participating with that in mind and yet being true to your own faith.

TRAFFIC MANAGEMENT

When a Line of Duty Death occurs there are numerous **Traffic Management** issues that immediately arise including the victim Officer being transported from the hospital to the Medical Examiner's Office, and then to the Funeral Home. When coupled with the emotion of the event, providing traffic management for the perhaps, thousands of people from all over the country likely to attend the funeral, the job may seem overwhelming. Each smaller event, inside the larger, combined into a plan, makes it manageable. Keep in mind that outside agencies **will** contact the victim Officer's agency to offer assistance. Their offers should be welcomed as there are few agencies that can provide the manpower necessary to manage traffic during a line of duty death event.

THE PLAN

It is essential that a plan be developed that will provide clear direction to all involved. The plan should be divided into the critical elements that when properly organized will minimize confusion and maximize success. These elements are **ESCORTS, PARKING, and PROCESSIONS**. Whether it is a Fire Fighter or Police Officer LODD this responsibility is best tasked to the Police Traffic Division of the victim's city or county. It is essential that the family representative of the Fallen Officer approve all elements of the plan prior to implementation. It may be wise to assign a separate individual to address each element of the plan or each separate venue. (See **Appendix for sample Traffic plans**)

ESCORTS

Motor escorts may be necessary for the safe, unimpeded travel of vehicles. Current motor escort protocol should be utilized.

Possible Motor escorts

Escort to Medical Examiners Office from hospital (Family Vehicle Escort)

Escort to Funeral Home

Escort to Funeral / may be with procession

Escort to Cemetery/may be with procession

PARKING

It may be necessary to develop multiple Parking Plans (one for each separate venue). It is essential that the vehicles be "grouped" to expedite the transition from parking to the Procession, and then back to parking. Groupings may include: Family, Victim Agency Members, VIP's, Outside Agencies, General Public. Parking plans will be entirely dependent upon the site. **It is best to pre-site funeral and cemeteries and develop a parking plan even before a LODD occurs.**

TRAFFIC MANAGEMENT (cont'd.)

Pre-Funeral Procession Parking - The victim agency may elect to arrive at the funeral in a procession. A parking plan at a designated site should be utilized to ensure that the procession will flow smoothly from the parking location, into the procession, and then back to parking.

Funeral Parking - The parking plan at the funeral location is critical to the smooth transition into the procession. Vehicles should be grouped in a manner that will allow the procession to be "built" per the plan.

Cemetery Parking - The parking plan for the cemetery may be the most challenging as there is generally limited parking. Care must be taken to avoid gridlock that could extend several miles and cause lengthy delays. It will always be necessary to develop a site plan based upon prior visits to the cemetery. Each and every cemetery will present its own set of problems and challenges.

PROCESSIONS

There may be several PROCESSIONS that occur following a line of duty death. These processions will be "built" from the parking lot(s) according to a predetermined order. The Overhead Planning Team should provide the order of the procession. A control point must be established for each vehicle group so the vehicles can be directed into the assigned place in the procession. Officers staffing these control points must be well versed on the "plan" so they can cooperatively "build" the procession.

Possible Processions

Procession from the hospital to the Medical Examiner's Office

Procession to the Funeral Home - Police and Family

Procession from Funeral Home to Funeral location (if different)

Procession from Funeral to Cemetery

Route Plan

In any Motor Escort scenario it is essential that the intended route be planned and reviewed prior to the event. Due to the large number of visitors from out of the area that will attend a LODD event, the route should be simplified and as direct as possible to the destination. If adequate staffing is available it may be possible to assign officers or volunteers to traffic control positions for the duration of the procession.

Suggested Order Police LODD Funeral Procession: (from Dallas, TX P.D.)

The following individuals should be part of a small procession that precedes the main funeral procession: Funeral Operations Coordinator (ICS) Honor Guard Supervisor; Funeral Home flower vehicles; any ushers to be used at the graveside.

The funeral procession (usually from the funeral site to the cemetery) should be arranged in the following order:

TRAFFIC MANAGEMENT (cont'd.)

Motorcycle Escorts
Lead Police Vehicle
Funeral Director
Chaplain/Family Clergy
Pallbearers/Honor Guard
Funeral Coach
Family limos
Family Cars
Police Vehicles
Other vehicles
Rear escorts

Suggested Order Fire LODD Funeral Procession: (Order copied from Federation of Fire Chaplains manual with some additions)

Lead Escort (may be police motorcycles)
Fire Department pumper used as flower car
Hearse or pumper used as caisson
Funeral Director
Chaplain/Family clergy
Family vehicles
Pall Bearers (if not riding on flower vehicle and caisson)
Honorary Pall Bearers
Honor Guard/Color Guard
Fire Department Chief's Vehicle
Other Fire Department Vehicles
Police Department Vehicles
City Officials
Vehicles from Other Fire Departments
Vehicles from Other Police Departments
Family Friends and Private Vehicles
Rear Escort (may be police personnel)

Staffing

Traffic management is very labor intensive. Possible sources of assistance are: Officers from outside agencies, Explorer and Boy Scouts, Fire Service employees, Volunteer groups.

HOSPITALITY, BEFORE, DURING & AFTER

Being hospitable means providing a comfortable environment to welcome family, employees, other agencies and the public to share in the tremendous loss and pain.

The person given this responsibility must be extremely organized, able to make decisions quickly and effectively. They must also be able to receive and give direction and prioritize by the minute. This person must be prepared to receive and answer all of the questions for employees of the agency and will also be a sounding board and information center for those who have failed to communicate with their spouses and significant others. This person must be known to be dependable and well liked by members of the department.

HOSPITALITY – BEFORE, DURING & AFTER CHECKLISTS

BEFORE THE MEMORIAL SERVICE

Caring for your Employees

___ Attend all planning meetings.

___ Send memorandums to employees after each meeting updating them. They need to feel they are part of the planning even though they may not have a direct assignment. By keeping them updated you will have an opportunity to hear their input.

___ Provide a comfort or conversation area at each department location, if possible, and ask that chaplains be at each building location. It may be perceived a weakness to seek out a chaplain; however, if one is on hand, sharing might be easier.

___ Contact each employee prior to the service to determine (see: Communication Network below):

- Are you and your spouse (family, significant other) okay?
- Do you want a chaplain to visit you?
- Are you planning to attend the service?
- Do you need childcare?

Taking care of the Family

See also: Care of the Family/Personnel and Continued Care of the Family sections.

The family will want to provide a picture of what their expectations are regarding the memorial service. Will it be formal or informal? The family must feel they have been included in the decision-making process.

Welcome contact and participation from other agencies. Open your arms to people from other agencies. Provide a quiet place to greet them. Let them help. They want to. Provide the plan of action to them if they ask. Take care of them because they have a great deal to offer.

Greet the public. They have suffered a shock also. They will bring food, words of caring and help in any way they can. Their community is your community.

HOSPITALITY – BEFORE, DURING & AFTER CHECKLISTS (cont'd.)

PLAN OF ACTION

Communication Log

_____ Assign someone to be in charge of communication logs. One should be given to each person who will make phone calls and receive donations. **MAKE A NOTE OF EVERY CONVERSATION!** This will be the reference material to help you keep on track and it will also be your list of thank you notes to be written later.

_____ Ask that logs be collected and start a clean sheet each day.

Donations

Aside from the need for refreshments and supplies at the reception, it will be necessary to coordinate the receipt of sometimes volumes of food that are brought directly to agency locations. It is important that all employees are included in the receipt these donations. Food donations from the community are part of the healing process for your employees who are asked to continue serving while silently suffering.

_____ Delegate one person to be in charge of asking volunteers to call spouses for food items to be brought to department locations. Some of your staff will be working around the clock.

_____ Delegate someone to be in charge of making sure food is distributed to all work sites and that donations are made where items were sent and who brought them. Sometimes people bring food who won't tell you who they are. Just accept it and thank them verbally.

_____ Ice chests may be needed. Take the opportunity to send food and drink with someone who is headed to other building locations.

_____ Delegate someone to be in charge of obtaining what you need for the reception and ask them to delegate others: one person for food items, one for drinks and one for supplies.

Communication Network

As an example, you may establish a Family Assistance Network. The purpose of that effort is to prepare families to quickly contact each other in case of an emergency. They sort personnel lists by zip code and then establish a contact person for every 10 or so employees. That contact person will be key to helping contact each department member in a short time before the memorial service. Each person should be asked to call ten others and relay the messages to them and asked to get back to the person in charge of Hospitality with the information he/she needs regarding baby-sitting, transportation, etc.

Other agencies may use their chain of command to network with employees. In most cases Sergeants will be in charge of contacting the employees under their area of responsibility.

HOSPITALITY – BEFORE, DURING & AFTER CHECKLISTS (cont'd.)

Scrapbook

Delegate someone to be in charge of cards letters, poems, scraps of paper with words written on them, and poster-sized pages. DISPLAY THESE ITEMS before placing them in a scrapbook to be given to the family.

Baby-sitting

If you are going to arrange this service for your employees, the details (location, time for opening and closing, etc.) must be determined and communicated as soon as possible.

___ Be sure to ask for the name, address and phone number of the contact person who will be giving you the key to the location. Ask where that person will be in case you need to contact him/her during the time your people are in the building in case of an emergency.

___ Make a list of all volunteer helpers including addresses and phone numbers. (You will need to send thank you notes to them.)

___ Prepare a log for parents to sign their children in and out. If there is a phone at this location, provide that number to the parents who are leaving their children.

___ Make provision to entertain, feed, diaper, and nap children as applicable.

DURING THE MEMORIAL SERVICE

The family is the most important part of this day. You must honor the fallen officer AND his/her family.

___ Provide for your own employees and their families

___ Provide for other agencies.

___ Acknowledge the public.

___ Provide an area for the family at the memorial service location so they may be together prior to arriving at the reception.

AFTER THE MEMORIAL SERVICE

___ Allow your employees and their spouses to sit together.

HOSPITALITY – BEFORE, DURING & AFTER CHECKLISTS (cont'd.)

___ Share your experiences with members of other agencies if they ask. They care and will learn from your experience. Offer your help to them. It will be part of your healing.

___ If a community member approaches you about your experience do not reject them. They care also.

Memorial Reception

The reception location may be the most difficult to procure. This part of the memorial should be stress free for those in attendance and there should be room for people to mingle and visit freely. Family needs should be considered and decisions must be made regarding what to serve.

___ Where will the reception be held?

___ What services will be provided at the location, if any?

___ Provide a location for people of special needs.

___ Provide a private location for the family so they may go there if needed.

___ Arrange for people to greet and direct those who attend the reception.(this may be done by cadets, etc.)

___ Sani-kans - Does your facility have enough restrooms for 3000 people?

___ What time can food and supply deliveries be made? Who is the contact person to greet them?

___ You will need flowers for serving tables.

___ You will need ice and coffee filters - pay attention to the small details.

___ You will need serving trays and containers.

___ Who will help with preparation prior to the memorial service and serving during the reception? Approximately 20 volunteers will be needed. You will be amazed at how quickly the punch, coffee and food will disappear and need to be replaced at each station.

___ What time do the volunteers arrive?

___ Where will volunteers park? Make sure they are able to arrive at your location without dealing with roadblocks.

HOSPITALITY – BEFORE, DURING & AFTER CHECKLISTS (cont'd.)

___ Who is on clean-up committee? Do not underestimate the size of this committee. At least 20 people will be needed.

___ You will need several vehicles to transport the leftovers, tables and supplies you have brought to your location.

___ What happens to the mountain of garbage? Don't forget to bring the garbage bags. Don't skimp on quality.

___ What are you going to do with the leftover food and beverages? You might consider donating leftover cake to the missions and/or local clergy. You must have plastic wrap and bags (for cookies) on hand.

___ What are you going to do with the leftover plastic wear and paper products?

___ Will you attend the service? Arrange for your own transportation.

___ Will any of your supplies be donated? i.e. Starbucks coffee, Safeway cookies, McDonalds Punch, and local bakeries sheet cakes.

Thank You

Thank each and every business and person who helped you in any way. Thank every single volunteer. Businesses may donate money, food, supplies and their employees' time. Someone will be missed but you need to feel you did your best to thank every single person.

MEDIA RELATIONS DURING MEMORIAL

Before, during, and immediately after the memorial service for an emergency service provider, the demand for in depth and accurate information will be great. Similar to the time of the actual LODD, Public Information Officers (PIO) will continue to be bombarded by all forms of media: television, print and radio. The phone will ring off the hook and pagers will not stop beeping. How do you survive this challenging time? **THE PLAN YOU ESTABLISHED AT THE TIME OF THE LODD MUST ALSO CARRY YOU THROUGH THIS TIME AS WELL.**

The following checklist is not intended to be exhaustive, but rather instruct one on how to perform PIO responsibilities. These checklists provide a guide to thinking about specific areas that need to be addressed at the time of and immediately following a LODD memorial service.

MEDIA RELATIONS DURING MEMORIAL CHECKLIST

MEMORIAL SERVICE

- _____ This will be a major media and community event so you will have to include the media in your plans.
- _____ Talk with an assignment editor from one of the local TV stations and let them know that you want to use a "pool camera" at the memorial service and burial sight. They will take care of setting it up.
- _____ Repeat the same steps for the newspaper. Use your local newspaper for the pool as you will need to work with them again in the future.
- _____ Stay in touch with the family so they understand why the media is involved. Tape memorial service and days events for family. (media may do this for you)

POST MEMORIAL SERVICE

- _____ Media will continue to show interest for several days. Be prepared for press to start looking for what the officer or department did wrong.

CONTINUED CARE OF THE FAMILY

Far too many family survivors are abandoned by their department family the moment the LODD funeral is completed. The family's loss is tremendous. The agency is enduring a tremendous loss, also. The loss of the officer to a LODD is a strong reminder to each officer in the department of their own vulnerability. Mistakenly, many departments believe that emergency services survivors are better prepared for their losses than civilian survivors. No one is *ever* prepared to lose a loved one in death. Long-term support is needed for both the surviving family members, and the department. **The family must not be forgotten by their department.** They have already lost their officer. They do not need to add another area to grieve-the loss of their department family. Take your cue from the family. The surviving family's need for support must be continued for as long as *the family* feels the need for support.

An important thing to remember is that you can only continue to be involved in the family's lives if there is a willingness on their part. Do not make that decision on your own but rather take your cues from the family. They had no choice in the loss of their officer but they can choose to and probably will want to remain close to the department or some aspect of it for an indefinite period of time. If relationships are good and communication kept open, they will always feel a tie to the department. Here are some key ways the department can show care that are simple but mean a lot to the family:

REMEMBER THE FIRST ANNIVERSARY OF THE OFFICER'S DEATH: A card and flowers are appropriate at this time. Also a phone call or visit from someone they are close to is an option.

CONTINUE TO REMEMBER: A card every anniversary would be appropriate and require very little effort to provide comfort and convey that you care to the family.

INVITE THE FAMILY YEARLY TO THE LOCAL MEMORIAL SERVICE THAT AFFECTS THEM: Some may choose not to go but others would not miss it as long as they are able to attend. It would be nice to provide a special section for the surviving to sit together. This again is a small effort on the part of the department to convey continued support.

CONTINUE TO INVITE THEM TO DEPARTMENT/UNION OR GUILD ACTIVITIES: If they were active in these before their officer's death then there is likelihood they will want to continue these activities for some time. If they do not attend, do not take that as rejection. It may be hard for them to attend or not in their comfort level. The family's involvement will probably reflect the involvement the fallen officer had.

REMEMBER THE CHILDREN: Children take a lifetime to grieve and reconcile the loss of their parent and it comes in developmental stages. For example, young children enjoy rides in police cars, fire trucks, sitting on motorcycles, and hugs and more hugs from their parent's friends. An older child may need to read reports and media coverage and even talk to the officers involved in the incident. A young adult may want to do a ride along with their parent's agency. Be sensitive and ready to respond to such requests.

CONTINUED CARE OF THE FAMILY (cont'd.)

REMEMBER THE FAMILY DURING FUTURE LOSS IN THEIR OFFICER'S DEPARTMENT: This event will surface memories. They may offer to be of assistance. If this is the case find something for them to do. They can be a real encouragement to the department and the fallen officer's family. Also providing an escort to the funeral and activities of the day is very helpful and shows respect once again for their loss.

WHAT TO SAY, WHAT NOT TO SAY

Too often, we do not know what to say to someone who is hurting, and so we say nothing at all. It is better to speak with the grieving family member, than to pretend the loss does not exist.

Examples of what to say, and what not to say, to a grieving person:

1. What **not** to say:
 - A. **DISEMPOWERING STATEMENTS:** These types of comments take control away from the survivor. "You do not need to know that." "What you don't know won't hurt you. "
 - B. **DISCOUNTING STATEMENTS:** These comments tell the survivor, "I am not comfortable with how you feel, and I need to make it better, so I can feel better." Do not say, "I know how you feel." "Go on with your life." "He didn't know what hit him."
 - C. **GOD CLICHES:** "It is God's will." "It is a blessing." "God needed him more than you did."

2. What **to** say:
 - A. There is comfort in words such as: "I feel fortunate to have known_____. My heart goes out to you. I feel privileged to have counted_____ as a friend. I will always remember and I feel very fortunate to have known him I wish there was something I could do or say to comfort you. Officer_____ will always remain very much alive in the memories of those who loved, respected, and treasured him."
 - B. Mention the deceased by name, as well as the specific event.
 - C. Do not encourage the grieving person to get rid of the deceased belongings.
 - D. Share your happy memories. The more specific they are, the more meaningful.
 - E. Don't be afraid to express your own sense of loss.
 - F. Don't worry about making the grieving person cry. They are already crying from the loss. The tears are not from what you say, but are from the pain they already feel. They need to hear their loved one acknowledged. You make them feel better, because they know you have not forgotten.
 - G. A simple "I don't know what to say. I am so sorry." is enough to let the survivor know you have not forgotten.

CONTINUED CARE OF THE FAMILY CHECKLIST

- ___ Provide an escort to the funeral.
- ___ Arrange for routine residence checks by police patrol officers of the surviving family's home for at least 6-8 weeks following the funeral. This service is necessary because insurance settlements are passing through the home. The survivors are likely to be spending much time away from home dealing with legal matters. Feelings of vulnerability are high.
- ___ Invite family to yearly memorial services and provide seating for them as a collective group that includes families from surrounding areas.
- ___ Remember the children.
- ___ Contact families of fallen officers to inform them of another LODD in their department in a timely fashion.
- ___ Assign a representative within the department to call and check up on the family. This should be someone the family trusts, and represents the department. (It may be the continuation of the role of the Family Liaison officer.)
- ___ A telephone call should be attempted at least once a month, for the first year after the death.)
- ___ Birth dates, the wedding anniversary date, holidays, should be acknowledged by the department during the first year after the death. Increased contact and additional support is important at these times.)
- ___ Include the family in department social gatherings-picnics, Christmas parties, etc.)
- ___ Be sure to acknowledge the first anniversary of the death.) Examples:
 - Send flowers to the spouse (significant other) and the parents.
 - Make a telephone call to the family acknowledging the date.
 - Arrange for an informal gathering at the gravesite. Be sure to let other department personnel know of the plans. Acknowledging the anniversary of the death is important for the healing of personnel too.
 - The Chief of Police/Fire should observe the anniversary of the death with a short note to the family-spouse/significant other and parents.
- ___ After the first anniversary, a minimum of a card should be sent to the family on the anniversary of the officer's death. The family **needs** to know the department has not forgotten their loved one.
- ___ Continue care and contact with the family until they sever it.

CONTINUED CARE OF THE PERSONNEL

A Line of duty Death impacts the entire department and its personnel. Unless someone is officially assigned to the continued care of the personnel there is a rush to return to normal police activities and or assignments. The crucial follow-up time is usually from with-in two weeks after the incident, through the trial and up to at least one year after the incident. The time frame is not the most important element. The follow-up activity during the days and months after a LODD is most important.

Continued care of the personnel includes watching for those going through some form of Post Traumatic Stress or Secondary Trauma Stress in the weeks and months that follow a LODD. This period of time includes the trial phase of any LODD as well. Care givers should support the personnel during this time until closure occurs – and this may not occur for a year and in some cases even longer.

Continued care and follow-up is important during this time since many personnel will reevaluate their jobs to determine if the cost is too high to be in fire or police service. Others will show other symptoms associated with Post Traumatic Stress Disorder (PTSD). It is important to have a positive department response because the cost of losing personnel is higher than the cost of caring for the personnel. Even though the cost is considered in monetary terms, the real cost is in people. The motivation should be for people not dollars saved.

At this point in the LODD the department will probably have offered at least one Critical Incident Stress Debriefing. Further debriefings at critical times, i.e. trial time, may be called for.

A word of caution: Do not to be too aggressive in looking for someone to help. Rather, make it part of the education of personnel with the understanding that the department cares for their own. This continued care should not be viewed as weakness if the individual is struggling with something related to the incident. Chaplains, Mental Health persons, someone within the department, or a peer could be helpful here.

CONTINUED CARE OF THE PERSONNEL CHECKLIST

- ___ Contact every officer and other personnel in your agency, Especially those most closely related to the incident or those closest to the officer.
- ___ Be available for ride alongs and other occasions for meeting with the personnel. Meet the officer for coffee or lunch before or after shift. Keep it low **profile**.
- ___ Send a card being careful to make it simply a caring card and not a sympathy card. Officers don't want sympathy.
- ___ Go to the trial and let the officer see you there before and after their testimony.
- ___ Be available.
- ___ Give updates on the family.
- ___ Inform the personnel as to any service in the community for police officers.
- ___ Give hand out's with information that deals with the aftermath of a Line of Duty Death. Also any other continued care information, i.e. your department EAP programs.
- ___ Ask people any question that will facilitate conversation about how well they may be processing the incident. Ask questions that require more than a "Yes" or "No" answer or questions that require the respondent to give more than the usual, pat answer. (i.e. "How are you doing?" "Just fine.")
- ___ Hand out your card with an after-hours number on it where you can be contacted.
- ___ Hand out a laminated plastic card, billfold size, with people closely related to or associated with your care team. Chaplain, other officers, EAP people, departmental psychologists, C.I.S.M people, peer defusing people.
- ___ Do another follow-up call as close to the anniversary date as possible simply to say, "I was thinking about you".
- ___ Maintain strict confidentiality.

SPECIAL PLANS AND CONSIDERATIONS DURING THE TRIAL

If a line of duty death results in a trial, special plans must be made and special consideration given to members of the surviving family and the department members.

Trials, often months or even years after the death of the officer, bring back memories of day of the loss and renew the psychological trauma of that day. Trials, lasting weeks and even months, provide a special opportunity for a department "to care for their own". Not to support the family and department members prior to and during the trial exacerbates the feelings of loneliness and abandonment. On the other hand, to properly support, increases feelings of belonging, security, order and control over the often brutally frank and uncertain proceedings of the courtroom.

Prior to the trial the family and department must be kept advised and must be educated as to the coming proceedings. During the trial the families', and department's physical, emotional and spiritual needs must be met on a daily basis because they will be "assaulted" physically, emotionally and spiritually by those same proceedings.

SPECIAL PLANS & CONSIDERATIONS DURING THE TRIAL CHECKLIST

- ___ As soon as a suspect in the death of the officer is identified the family should be linked with the local Prosecutor's office Victim Witness Assistance staff. They should provide adequate updates regarding trial proceedings.
- ___ Fully brief the family prior to the trial as to the proceedings and details of the death not heretofore known to them. All details will come out in the trial. Knowledge of each of the days proceedings will help the family know what parts of the trial they may or may not want to attend. The family should be surprised by nothing.
- ___ Establish a hospitality room for the family, prosecution witnesses and department members. It should be in the same building where the trial is to be held but secure from the general public; media and the suspects family and friends.
- ___ Provide for a host/hostess to be present in the hospitality room to serve provided refreshments and meet the needs of the family.
- ___ Appoint an official escort for the family members. This may be an extension of the Family Liaison Officers duties.
- ___ Provide a daily update for the department via e-mail or official postings.
- ___ Provide closed circuit television access for special times during the trial such as opening statements, closing arguments or the verdict.
- ___ Provide for the attendance of the Department Chaplain at as much of the trial as is practical. He/she will be the consistent, visible family and Department support person.
- ___ Provide for individual counsel or group debriefings for department members following the trial.

NATIONAL MEMORIALS AND SPECIAL OCCASIONS

Even though the loss of the officer is abrupt and final, the family's ability to let go is not. This is a long, gradual process and each family has its own timetable of the grieving process. Memorials and special events focusing on the officer's death are a vital part of this process. They allow the family to let go in small intervals and provide something tangible that honors their fallen officer. They also continue the family's link to the Fire or Police agency that is a source of great comfort. These events and the continued department involvement allow the family to reconcile their officer's death and gradually let go and be able to continue a very healthy relationship with their fallen officer's department. Often times they can be of service to department in future incidents. Among the memorials and special events are the following:

THE NATIONAL FALLEN FIREFIGHTERS FOUNDATION

(Text adapted from "You Are Not Alone", a brochure of TNFFF)

The National Fallen Firefighters Foundation is a non-profit organization dedicated to honoring firefighters who die in the line of duty and to assisting their survivors. Among other things they offer the following:

SURVIVOR SUPPORT NETWORK

The Network is a group of experienced fire service survivors who can lend emotional support to other survivors in the difficult months after a death. The Foundation matches survivors with similar experiences and circumstances.

NEWSLETTER AND PUBLICATIONS

The Foundation produces a quarterly newsletter for fire service survivors. The newsletter highlights resources and special survivor issues.

NATIONAL MEMORIAL WEEKEND

Each October is the National Fallen Firefighters Memorial Weekend. The weekend is dedicated to the remembrance of firefighters who died in the line of duty the previous year. The activities take place on the grounds of the National Fire Academy campus in Emmitsburg, Maryland.

Saturday is Family Day. Through a variety of activities, survivors share experiences, make lasting friendships and share together a candlelight ceremony at dusk.

Sunday of Memorial Weekend begins with a private family service in the historic National Fallen Firefighters Memorial Chapel.

SCHOLARSHIPS

The Foundation's scholarship program can help spouses and children with educational and job training costs. This program fills in when state educational benefits aren't available.

REMEMBERANCE PROGRAM

The anniversary date of the death of a loved one is remembered by the Foundation. Survivors receive remembrance of their firefighters death, reminding them that others remember too.

NATIONAL MEMORIAL AND SPECIAL OCCASIONS (cont'd.)

WEBSITE

Survivors can visit www.firehero.org to find up-to-date information on wide range of support programs.

FOR INFORMATION

For information you may contact:
National Fallen Firefighters Foundation
P.O. Drawer 498
Emmitsburg, MD 21727

301-447-1365 www.firehero.org or e-mail, firehero@erols.com
301-447-1645 fax

NATIONAL POLICE WEEK

National Police Week is sponsored by Concerns Of Police Survivors (COPS). This occurs around May 15th, National P Officer Memorial Day. At this time fallen officers from the previous year are honored. There are many activities and -opportunities offered during this week. A brief description of each activity offered follows:

CANDLE LIGHTING CEREMONY: This occurs the first night preceding the week's events. It takes place at the National Law Enforcement Memorial in Washington, DC and is sponsored by the National Law Enforcement Officers Memorial Fund. This is an emotional time. It involves guest speakers, candle lighting, roll call of the fallen officers by states, presenting of the wreath and time to visit the memorial.

MEMORIAL DAY SERVICE: This is celebrated on May 15 and the service takes place at 12pm on the Capital grounds. The President of the United States is often the guest speaker. A nationally known recording artist provides music. The service ends with roll call of the fallen officers and placement of a flower in the wreath by a family member who is escorted by an officer from their department. This ceremony is sponsored by the Grand Lodge Fraternal Order of Police and its Auxiliary.

BREAK OUT SESSIONS: COPS sponsors two-day grief seminars for family survivors and coworkers. This encompasses spouses, siblings, parents, and coworkers involved in and or deeply affected by the death. Survivors are given the opportunity to meet with others they have experienced like deaths. Other topics like managing finances, single parenting and dating are offered.

COPS KIDS POLICE WEEK ACTIVITIES: This is available for children ages 5 - 18. Age appropriate fun and social activities are planned. Evaluation and counseling services are provided.

NATIONAL MEMORIAL AND SPECIAL OCCASIONS (cont'd.)

NATIONAL POLICE WEEK (cont'd.)

PICNIC IN THE PARK: This is held the last evening of the seminar. A barbecue dinner and entertainment is provided. This is the culmination of Police Week giving survivors a time to unwind and spend time with new friends.

NATIONAL POLICE WEEK CHECKLIST

(May be adapted for Fire activities)

- ___ Contact-family in February. Encourage them to go to the seminar. Start arrangements.
- ___ Send an officer as an escort, one the family chooses --Assist with finances.
- ___ Make travel arrangements as a group if possible; police and family. COPS will assist in transportation from a designated -airport to the host hotels for the seminar.
- ___ Send officers back that were involved in the incident that wish to go.
- ___ Send Honor Guard if applicable to participate in the memorial ceremonies
- ___ Assist with children if needed during travel and the activities.
- ___ If the family chooses not to go, send a department representative close to the fallen officer or one that the family selects.
- ___ Consider sending an officer yearly for continuous training.

OTHER COPS ACTIVITIES

Outside of Police Week, COPS sponsors other activities that might be beneficial to the family. They are optional and not necessarily the responsibility of the department to finance although the department may be asked to help find funds if assistance is needed. A summary of these activities follows:

COPS KIDS GRIEF CAMPS: It is designed for spouses and children. It is a mixture of fun activities and counseling sessions. It also includes group sessions.

NATIONAL MEMORIAL AND SPECIAL OCCASIONS (cont'd.)

OTHER COPS ACTIVITIES (cont'd.)

OUTWARD BOUND: This is for teens and takes place in a wilderness setting in Colorado. It is specifically for teens of fallen officers. This teaches them trust and dependence on others and helps them find success.

PARENT'S RETREAT: This is usually held in July and is designated for parents of the fall officer. It is a social activity that provides healing and bonding with other parents.

SPOUSE'S RETREAT: This is a social activity designed for the spouses as time away from their children. This again is a time of bonding and gaining new friends.

OTHER COPS ACTIVITIES CHECKLIST

___ Be aware of these activities.

___ Encourage the family to go to these events if applicable.

___ Be sensitive to financial needs

___ If the family asks for assistance, please respond. Although this is not thought of as a department responsibility, sometimes the department may have funds that could be used here. If the department is unable to help, suggest and assist on finding other support. Always respond efficiently and with kindness, especially if the department is unable to help.

OTHER AWARDS AND CEREMONIES

There will be other awards presented to the family during those first few years proceeding the officer's death. These are equally important as National Police Week as to the amount of attention and care the department demonstrates to the family. A list of some of these ceremonies and possible ceremonies follows.

MEDAL OF HONOR: This will be presented in May the following year of the officer's death. All the fallen officers in Washington are recognized at this ceremony along with awards for outstanding/courageous acts by living officers. A Medal Of Honor is presented to the family by the Governor at the Capital. Other states may similarly honor fallen Police or Fire Officers.

DEPARTMENT OR COUNTY ANNUAL MEMORIAL SERVICE: These are also held in May and are worked around the schedule of National Police Week. This ceremony is to remember all

NATIONAL MEMORIAL AND SPECIAL OCCASIONS (cont'd.)

OTHER AWARDS AND CEREMONIES (cont'd.)

the fallen officers in the history of the police departments represented. It is a time of reflection for the family and a show of continued support from their department.

DEDICATION TO THE OFFICER: Often something tangible is memorialized in the name of the fallen officer. In Washington State this has included parks, play fields, benches, buildings, and streets.

ONE TIME MEMORIALS: These will vary and are sporadic. As an example: In the 80's a rose garden was dedicated at the Police Academy in Burien. A plaque and memorial to Pierce County fallen officers was dedicated at the County City Building in Tacoma.

AWARDS SPECIFICALLY TO THE OFFICER: Fallen officers often receive awards posthumously that are specific to the department or to their contribution as an officer. Some officers have military involvement and will be honored in that respect.

OTHER AWARDS AND CEREMONIES CHECK LIST

___ Always send an officer escort for the family and be well represented as a department.

___ Help with transportation and hotel arrangements if applicable.

___ Post memorial activities in the department so fellow officers may be involved if they choose.

___ Assist with children and any other special needs that the family might have.

___ If the department is not directly involved, ie., an outside support organization is dedicating a memorial to the officer, please acknowledge this and show department support.