

***A RESOURCE GUIDE***  
**for**  
**LINE OF DUTY DEATH or**  
**CATASTROPHIC INJURY/ILLNESS**



*A collaborative approach to meet the needs of Oregon's public safety agencies, professionals, and their families.*

# Acknowledgements

*The work group members who developed this guide would like to recognize the following publications, as they served as exemplary examples and foundations to build from:*

Concerns of Police Survivors (C.O.P.S.): *Support Services to Surviving Families of Line-of-Duty Death*

National Fallen Firefighters Foundation: *A Resource Guide for Handling Firefighter Line-of-Duty Deaths*

Badge of Honor (Memorial Foundation 2008): *City/County Police Agency Casualty Assistance Plan*

Metro Transit Police Agency – Washington, DC: *Line-of-Duty Death Manual*

Iowa Department of Justice – Crime Victim Assistance Division: *“In Person, In Time” Recommended Procedures for Death Notification*

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Two of Oregon's finest law enforcement officers lost their lives during the development of this guide. This 1<sup>st</sup> edition is dedicated to these fallen heroes, their families and friends, and all members of the Oregon public safety community.

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# **PURPOSE**

This guide is intended to establish a consistent state wide resource tool for best practices. The guide identifies an operational framework for Oregon's public safety agencies in the event of a public safety death, catastrophic injury, or illness that is intended to benefit co-workers, family survivors and the community. This guide is designed to be utilized in whole or in part at the discretion of an agency. The response to an incident or event will be based on the circumstances of the incident and reviewed on a case-by-case basis. The guide can also be used to assist in cases of non-duty related deaths of public safety incumbent or retired employees.

# **OVERVIEW**

This guide can assist agencies in providing an effective agency response to public safety deaths and catastrophic injuries/illnesses. An effective agency response is one which honors the service of the public safety officer by supporting the agency co-workers, surviving family and community members by addressing practical and emotional needs in the aftermath of trauma.

The guide provides an informed approach to meeting these needs, utilizing the expertise of established protocols and the perspectives of representatives of Oregon public safety agencies and family survivors.

# AGENCY SIZE CONSIDERATIONS

Oregon public safety agencies are diverse in size, available resources, and experience when dealing with catastrophic events. This guide was designed to benefit all public safety agencies in Oregon.

**As a small agency** this resource guide may be most beneficial for you. For smaller agencies, it is our hope that this guide will help prepare you and your staff to be familiar with the contingencies involved in a line of duty death, serious injury or catastrophic event. In the event of an on duty death, off duty death or catastrophic injury, a small agency may be totally overwhelmed. It is a possibility that you and your staff may not have the time, resources or past practice to deal with the death of a coworker. The death investigation, family notifications, agency notifications, media, officer's family needs, staff needs, funeral arrangements, continued operation of your agency, ongoing support for family and staff; all of these tasks can quickly devour the manpower and abilities of your team. This guide could be valuable in this event. It is an opportunity to review details, consider everyone involved, and ensure that all aspects of family and agency care are considered.

**Medium and large agencies** have the benefit of staffing and unfortunately, past practice. Larger agencies have in place a means of dealing with the media, handling the investigation, dealing with the notifications, funeral arrangements, continued coverage and the overwhelming volume of calls. It is an invaluable resource to have support from a guide and other agencies to assist with the monumental number of tasks that must be completed.

What a larger agency may lack is the intimacy a smaller and medium sized agency usually has with the employee and their family. This guide could assist medium and large agencies in targeting a lack in current practices and offer ways to assist the family of a fallen officer from notification to the funeral and ways to provide family members support after the funeral.

While agencies needs may be somewhat different, looking to a guide when dealing with the loss of a public safety brother or sister helps ensure that all bases are covered, all details arranged, every recognition made and most importantly, that a public safety officer is honored in the most appropriate manner.



# DEFINITIONS

## **BENEFITS COORDINATOR**

*This person shall coordinate any federal, state, local or private insurer benefits given or designated to the immediate family.*

## **CATASTROPHIC INJURY OR ILLNESS**

*Any incident which causes a significant interruption of service of a public safety employee and/or their agency.*

## **COMPANION OFFICER**

*A Companion Officer on scene escorts an injured public safety officer to the hospital, if time and circumstances allow, providing immediate emotional care and support. The Companion Officer communicates with hospital staff and provides security, until relieved by the Hospital Liaison and/or the Family Liaison.*

## **CONCERNS OF POLICE SURVIVORS (C.O.P.S.)**

*Concerns of Police Survivors, Inc. provides resources to assist in the rebuilding of the lives of surviving families and affected co-workers of law enforcement officers killed in the line of duty as determined by Federal criteria. C.O.P.S. provides training to law enforcement agencies on survivor victimization issues and educates the public of the need to support the law enforcement profession and its survivors.*

## **FAMILY LIAISON**

*The Family Liaison(s) facilitate(s) the exchange of information between the family, the agency and other agencies involved (U.S. Dept. of Justice, Medical Examiner, funeral home, hospital, etc.). Their priority is to ensure that all possible assistance is considered and utilized as resources become available.*

## **HOSPITAL LIAISON**

*The Hospital Liaison will accompany the injured while at the hospital. This coordinator is responsible for coordinating the activities of hospital personnel in relation to the injured, the member's family, public safety officers, the press, and others.*

## **INCIDENT COMMANDER**

*The Incident Commander is responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The Incident Commander sets priorities and defines the organization of coordinators and liaisons.*

# DEFINITIONS

## **LIAISON COORDINATOR**

*The Liaison Coordinator works directly with the Incident Commander to manage the flow of communication when working with outside agencies. This person may oversee the following roles:*

- *Notification Officer(s),*
- *All liaisons,*
- *Benefits Coordinator, and*
- *Any additional positions deemed necessary based on the incident.*

## **LINE OF DUTY DEATH**

*When a public safety officer responds to or is engaged in public safety operations in which the end result is death.*

## **LOGISTICS COORDINATOR**

*This person shall coordinate all operational needs and resources. This coordinator must work closely with the Incident Commander, the Family Liaison and the Hospital Liaison.*

## **NOTIFICATION OFFICER**

*The Notification Officer will **immediately** notify the family of a public safety member who has suffered severe injuries or died. Notification must be done in person, in time, in pairs/team whenever possible, in plain language, and with compassion.*

## **PUBLIC INFORMATION OFFICER (PIO)**

*A trained agency spokesperson to provide accurate and timely information to be released to the public.*

## **PUBLIC SAFETY OFFICER**

*For the purposes of this guide, public safety officers are those persons, whether volunteer or paid, certified or uncertified, who provide emergency services to the public.*

# PREPARATION

## ❖ TRAINING

Identify and train staff to review and be prepared to implement suggestions within this guide in the event of a catastrophic incident or Line of Duty Death.

Encourage employees and/or administrators attend relevant training courses. These courses may include Death Notifications, Incident Command System (ICS), Public Information Officer (PIO), Crisis Intervention, Peer Support, Line of Duty Death, etc.

## ❖ NOTIFICATION

Update employee emergency contact forms annually. It is imperative an agency know where an employee lives, who the officer wants to advise his/her loved ones in the event of an emergency, and that this information is accessible 24/7. See Appendix for “*In Person, In Time*” guidelines and an example of an *Emergency Contact* form.

## ❖ REVIEW

Evaluate any previous internal or external after action reports to assist in developing and/or updating policies and training as needed to reflect lessons learned. These reports may be developed by way of operational debriefings, considering the tactics used, current policies and procedures, and the overall outcome(s) of the incident. Consider factors that benefited and/or prohibited the situation. Was training an issue? Does a policy need to be updated? What did we do well? What could we have done differently?

## ❖ RESOURCES

Contact local organizations interested in donating/providing logistical supplies (food, funeral services, temporary housing, transportation, etc.) **before** an incident happens. Reach out to surrounding jurisdictions to share experiences, resources, etc. **before** an incident occurs.

# COMPANION OFFICER

***“No man or woman of the humblest sort can really be strong, gentle and good, without the world being better for it, without somebody being helped and comforted by the very existence of that goodness.” Phillips Brooks***

## **Purpose of the Companion Officer**

The Companion Officer position is to provide **immediate** emotional support, companionship and security while an injured officer is still on scene.

It is in the best interest of the injured public safety officer to have a Companion Officer as soon as possible after an incident. The Companion Officer should be with the involved officer while in transit and at the hospital, until relieved by the Hospital Liaison. This is also and an integral part of pre planning, preparing any staff members who work out in the field or access to a law enforcement radio system to be able to take on the task of collectively supporting the injured officer.

A Companion Officer, while tending to a gravely wounded officer, may be a witness to statements made by the wounded officer. If the circumstances of this conversation are such that the wounded officer clearly believes his/her death is imminent, the Companion Officer is now in a unique position. Any statements made by the wounded officer, feeling that death is imminent, may be admissible in court by way of the Companion Officer, should the wounded officer ultimately die from these injuries. **Refer to ORS 40.465, Rule 804**

## **ESCORTING THE INJURED OFFICER TO THE HOSPITAL**

- Regardless of the mode of transportation to the hospital, the Companion Officer will accompany the injured officer.
- During transit to the hospital the Companion Officer will care for the injured officer emotionally by supporting and encouraging him/her.
- Ensure the officer's privacy and safety.
- The Companion Officer will NOT judge, analyze or make determinations regarding the injured officer actions or incident that led to his/her injuries.
- The Companion Officer should listen and allow the injured officer to speak freely to express any wishes they may have.

- The Companion Officer needs to exercise caution when asking the injured officer any questions, regarding the incident, so that the injured officer does not feel they are being interviewed or questioned as to their actions or decisions.

## **ASSISTING THE INJURED OFFICER AT THE HOSPITAL**

- If the Hospital Liaison is not yet available and the incident occurred while on duty, ensure that admitting paperwork uses work address and phone numbers. Personal contact information should not be used on these forms, nor should personal insurance be provided for billing purposes. Medical bills relating to the services provided will be sent to the appropriate agency for payment to ensure the family does not receive these bills at their residence.
- If requested by the hospital, the Companion Officer will provide the hospital admissions staff only preliminary information.
- If allowed by the hospital staff, the Companion Officer will stay by the injured officer's side continuing to provide emotional support and encouragement.
- Ensure the officer privacy and safety; assist with basic needs of care, protection from media and unwanted visitors.
- Prepare to transition your responsibility to the Hospital Liaison and provide information to the Public Information Officer.

# NOTIFICATIONS

***With today's social media availability, notifications must be made with the highest sense of urgency.***

- Ensure all employees have updated and accessible (24/7) Emergency Contact forms on file. See Appendix for an *example Emergency Contact form*.
- It is the responsibility of the ranking public safety officer to properly notify the next of kin of a member who has suffered severe injuries or died. The ranking officer may personally make the notification or designate a **Notification Officer** to inform the survivors.

***The Notification Officer will immediately notify the family of a member who has suffered severe injuries or died. Notification must be done in person, in time, in pairs/team whenever possible, in plain language, and with compassion.  
See Appendix – “In Person, In Time”***

- The name of the deceased member will not be released by the agency before the immediate family is notified.
- If there is knowledge of a medical problem with an immediate survivor, medical personnel should be available at or staged near the residence at the time of notification.
- Notification, whenever possible, will be made in person and never alone according to the “*In Person, In Time*” guidelines included in the appendix. The ranking public safety officer or his or her designee, police chaplain, close friend, or another police survivor could appropriately accompany the **Notification Officer**. However, if the aforementioned persons are not readily accessible, notification should not be delayed until these people can gather.
- If there is an opportunity to get to the hospital prior to the death of the employee, do not wait for the delegation to gather. The family should learn of the death from the agency first and not from the press or other sources.
- Never make a death notification on the doorstep. Ask to be admitted to the house. Inform family members slowly and clearly of the information that you have. If specifics of the incident are known, the **Notification Officer** should relay as much information as possible to the family. Be sure to use the member's name during the notification. If the member has died, relay that information. Never give the family a false sense of hope. Use words such as “died” and “dead” rather than “gone away” or “passed away.”
- If the family requests to go to the hospital, they should be transported. Transporting agencies must verify the location of the employee. If the family wants to drive themselves, attempt to discourage them.

- If young children are at home, the **Notification Officer** should work with the family to arrange for childcare, if needed.
- Prior to departing for the hospital, the **Notification Officer** should notify the hospital staff and the **Hospital Liaison** (by telephone if possible) that family is enroute.
- If immediate survivors live beyond the local area, the **Notification Officer** will ensure that a request for personal notification is sent to the appropriate jurisdiction. Arrangements should be made to permit simultaneous telephone contact between the survivors and the agency.
- If the media has obtained the employee's name, ask them to withhold the information, pending notification of next of kin.
- Once it has been confirmed the family has been notified, notify agency employees in the most appropriate manner.

# FAMILY LIAISON

**The Family Liaison's primary role is to facilitate communication between the survivors, the department, and other organizations involved (U.S. Department of Justice, funeral home etc.), and to provide empowering support and assistance to the surviving family.**

**The appointment of family liaison is a critical assignment.**

The Family Liaison *must*:

- Be an effective communicator.
- Be empathetic.
- Understand and be willing to accept the responsibilities of the role.
- Be available for long-term assignment in the role. The Family Liaison plays an extensive role prior to and beyond the funeral service. Although involvement with the surviving family gradually diminishes following the funeral, the Family Liaison should also be available throughout the first year to offer to attend occasions such as awards ceremonies and court dates, etc.,
- Be aware of, and assertive of, personal limitations and boundaries. Family Liaisons oftentimes lose their sense of balance due to a sense of duty, guilt, or the desire to simply do the right thing. Family Liaisons must:
  - Utilize controllable assistance from others.
  - Involve the survivor's extended family and/or friends. Contact them and offer suggestions for giving the survivor family support.
  - Empower a surviving family to accept assistance for a time and to decline assistance when they are ready to move forward rebuilding their lives.
  - Understand the position is not one of a decision maker, but rather a facilitator.
- Be an acceptable selection to the department and to the family.
- Be able to perform responsibilities with professionalism.
- NOT benefit financially, professionally, or intimately from their involvement with the survivors.

The Family Liaison *may*:

- Be known to the public safety officer and familiar with the family. However, the liaison(s) should not be so emotionally preoccupied with the loss that he/she would be ineffective in this assignment.



- Determine if the affected member has a social media page (Facebook, Twitter, etc.). If these are open and can be made 'private', have this done to prevent access to personal photos or potentially private, embarrassing information or images.

### **Number of Liaisons:**

Departments may prefer to use more than one family liaison. Liaison teams may be individual liaisons on rotating shifts or pairs of liaisons that may or may not rotate. Use of a team of family liaisons may decrease the risk of liaisons becoming overwhelmed or becoming susceptible to traumatic bonding with the survivors.

- When using pairs, relief should be provided in pairs. When possible, male/female teams should be utilized. The "second" pair member may be a survivor or from the Oregon C.O.P.S. chapter.
- When using a team of liaisons that rotate shifts, utilize a lead liaison to make assignments.
- A manager should oversee the Family Liaison.
- The Family Liaison may delegate certain functions to a small *select* group, if necessary.

### **Duties of the Family Liaison Prior to the Memorial Service:**

- Make contact and respond with the family to one or more of the following:
  - Hospital
  - Department
  - Funeral home
  - Coroner's office (Medical Examiner)
- Make the family aware of what the agency can offer for funeral arrangements. If the family decides to have a full honors funeral, brief the family on funeral procedures, such as presenting the flag(s), playing of taps, 21 gun salute, etc. Refer to **Funeral** section.
- Assure the family it is okay for them to say "no".
- Ensure that the needs of the family are met before the wishes of the Department.
- Complete a family information profile
- Assist with the coordination of out-of-town family lodging.
- Coordinate community donations of food.
- Provide survivors with resource information –See **Resources for Families and Agencies** section. If requested by survivors, make contact with relevant resources on survivors' behalf.

- Notify Concerns of Police Survivors (C.O.P.S.), Oregon Chapter (503) 465-8082. Members are available to provide emotional support to surviving families.
- Ensures family's privacy needs is protected.
- Donations – If donations are collected for the family, assist with the set up a bank account to deposit these funds.
- Receive updates on investigations and provide updates to the family.
- Assist or appoint someone to manage the following, as the family deems necessary:
  - Communications
    - Electronic - Update status of officer's condition or memorial service information, as appropriate, on voicemail, Facebook, etc. Discuss what should/shouldn't occur regarding voicemail messages, etc. Updating information using technology is a quick and easy way to get information out, i.e. updating home/cell phone voicemail messages, Facebook page(s), etc. Information released publically must be reviewed if the situation involves an ongoing investigation. Work with the PIO on this.
    - Receive USPS mail. Remove hate mail with family's permission.
    - Log all incoming cards, gifts, meals, flowers, etc. Offer to help family prepare thank you cards.
    - Manage security of the residence.
- Household Assistance – Provide assistance for household duties and maintenance. This may include food preparation, cleaning, childcare, answering the phone (or checking answering machine/voice mail), driving the family to errands, mowing the grass or clearing snow, etc.
- Coordinate with local law enforcement officials to make routine checks of residence and neighborhood if necessary.
- Ascertaining the varying degrees of assistance that family members require (meals, personal needs, child care, travel, lodging, etc.).
- Arranging for the family to meet with a chaplain and/or clergy, and agency head to discuss funeral arrangements, if desired.
- Arranging for the family to meet with a mental health professional(s), if not already established.
- Remain available so there is an immediate line of communication between the department and the family.

## **Duties of Family Liaison, After the Memorial**

- Help family members compile necessary information in order to complete various forms and arrangements, to include:
  - Financial planning
  - Benefits – Ensure a coordinator has been assigned.
  - Memorials – Family should remain apprised of event details and have a say in those details. Determine what public safety, church, fraternal and labor organizations will provide in terms of financial assistance for out-of-town family travel, food for funeral attendees following the burial, etc.
  
- Arranging for the family to meet with a mental health professional(s), if not already not already established.
  
- Anticipate and plan for the following:
  - Trigger dates (anniversaries, birthdays, holidays, etc.)
  - Difficulties with the trial
    - Hearing detailed testimony
    - Seeing photographs
    - Seeing suspect(s)
    - Seeing/listening to the suspect's family
    - Media attention
  - Memorials, awards ceremonies, etc. (Liaison should attend with the family).
  
- Coordinate with local law enforcement officials to make routine checks of residence and neighborhood, if necessary.

# HOSPITAL LIAISON

The purpose of the Hospital Liaison is to ensure the safety and privacy of the Public Safety Officer and his/her family is maintained following a critical/catastrophic incident. The Companion Officer assigned by the agency at the scene may be required to assume this role until properly relieved. Based on the size of the agency, time and circumstance, the Family Liaison may assume the Hospital Liaison role.

## Assisting the family at the hospital

- There should be a Hospital Liaison available the entire time the employee is hospitalized.
- The Hospital Liaison will meet with designated hospital personnel to make arrangements for appropriate waiting facilities for the family, fellow co-workers and media.
- **Work closely with the Family Liaison, and the Logistics Coordinator** for needs of the family, and may also work closely with the PIO.
- If the incident occurred while on duty, ensure that admitting paperwork indicates the work address and phone numbers. Personal contact information should not be used on these forms, nor should personal insurance be provided for billing purposes. Medical bills relating to the services provided will be sent to the appropriate agency for payment to ensure the family does not receive these bills at their residence.
- Prior to release of any information, arrange for medical personnel to update the family of the employee's medical condition as soon as they arrive.
- Provide appropriate details about the incident and answer questions asked by the family. Keep in mind, the incident may involve a criminal investigation and/or potential litigation.
- Make sure the family is aware of hospital policy about visitation with the injured employee and/or visitation with the employee's body following the death.
- Explain why an autopsy may be required.
- If it is possible for the family to visit the employee prior to the death, they most certainly should be afforded that opportunity: **IT IS THE FAMILY'S RIGHT** to visit their loved one.
- Prepare the family for what they might see in the emergency room and accompany the family into the room for the visit if the family requests it. **DO NOT BE OVERLY PROTECTIVE OF THE FAMILY.** There is a natural need to touch and hold the body while there is still life, and being present when death occurs can be comforting to the family. If the body has overwhelming visible injuries, verbally advise the family of this fact, to the best of your ability.
- Avoid making promises to the family.

# LIAISON COORDINATOR

This position is normally assigned to a Division Commander because of the need to effectively coordinate resources throughout the agency. The person assigned to this position oversees all liaisons, the Notification Officer(s) and Benefits Coordinator. The Liaison Coordinator also adds positions as deemed necessary based on the incident. This coordinator ensures that resources are provided for all the liaisons and that relief or rotation for their positions is accommodated. The Liaison Coordinator is also responsible to update the command staff, the Incident Commander, the Logistics Coordinator and the Public Information Officer (PIO) with current information. Dependent upon the circumstances, it may be determined that a Funeral Coordinator may also be necessary.

## **Responsibilities** of the Liaison Coordinator

- Working closely with the **Family Liaison** to ensure that the needs of the family are fulfilled.
- Work closely with all other liaisons and Command Staff, ensuring an efficient communication flow.
- Work with the PIO when handling the media throughout the ordeal. If the family decides to accept an interview, the PIO should attempt to “screen” questions presented to the family so as not to jeopardize subsequent legal proceedings.
- Establishing a command center, if necessary, to coordinate information and response to the tragedy.

## **Duties** of the Liaison Coordinator

Ensure liaisons have the appropriate resources needed – provide regular updates to command staff and Public Information Officer (PIO), and coordinates liaison relief / rotation.

- Meeting with the following persons to coordinate funeral activities and establish an itinerary:
  - Highest ranking official of the agency
  - Logistics Coordinator
  - Funeral Director
  - Family priest or minister
  - Cemetery Director
  - Honor Guard Commander
- Directing the funeral activities of the agency and visiting police agency’s according to the wishes of the family.
- After coordinating with the Incident Commander, the PIO, and the family, issue a statewide teletype message to include the following:
  - Name of deceased.
  - Date and time of death.
  - Circumstances surrounding the death.
  - Funeral arrangements (state if service will be private or a police funeral).
  - Uniform to be worn.
  - Expressions of sympathy in lieu of flowers.

- Contact person and phone number for visiting agency's to call to indicate their desire to attend or to obtain further information.
- Developing a policy for the wearing of badge memorial ribbons and use of patrol vehicle memorial sashes.
- Obtaining a 5x8 American flag. If the family wishes a flag presentation by the highest ranking official, notify the respective office.
- Determining if the family desires a burial in uniform and selecting a member to obtain a uniform and all accouterments (except weapons) and deliver them to the funeral home.
- Assigning members for usher duty at the church.
- Arranging for the delivery of the member's personal belongings to the family.
- Briefing command staff concerning all funeral arrangements.
- Ensuring that the surviving parents are afforded recognition and that proper placement is arranged for them during the funeral and procession. This should be done with the family and Family Liaison to ensure that any complicated family dynamics are considered.
  - Arranging for a stand by doctor for the family, if necessary.
  - Assigning a member to remain at the family home during the viewing and funeral.
  - Maintaining a roster of all agencies sending personnel to the funeral including:
    - Name and address of responding agencies
    - Name of the highest ranking officials
    - Number of officers attending
    - Number of officers attending the reception after the funeral
    - Number of vehicles
  - Acknowledging visiting and assisting agencies.
  - With the Family Liaison, consider arranging for routine residence checks of the survivor's home for 6-8 weeks following the funeral. This service may be necessary since large amounts of money are passing through the residence and the survivors will be spending time away from the home dealing with legal matters.
  - Assist the Logistics Coordinator in making the necessary accommodations for food, lodging, etc.,

# LOGISTICS COORDINATOR

The Logistics Coordinator works closely with the **Liaison Coordinator**, funeral home staff and/or the Incident Commander to create an action plan of the funeral and the arrange for the dissemination of information and logistics. The Logistics Coordinator must also work closely with the **Family Liaison** and the family to ensure that their wishes for the service are respected. It is possible that most or all of these duties may be handled by the Liaison Coordinator, but depending on the size of the funeral it may be helpful to break these out into separate positions.

## Responsibilities of the Logistics Coordinator

- **Identify area hotels/motels** that are willing to offer group discount rates / reserve adequate lodging.
- **Provide support with Family Liaison** for accommodation confirmations for incoming family members, i.e., room numbers, addresses and phone numbers.
- **Arrange transportation** for relatives and personnel arriving at airports, bus terminals and train stations.
- **Funeral/Memorial planning** with the assistance of outside agencies, i.e. ODOT, Honor Guard Commander, Public Works, etc.
- **Plan for assisting outside CISM team(s)** with location(s) for debriefings.

## Funeral / Memorial

- Work with funeral home, Honor Guard, family, Family Liaison, Liaison Coordinator and PIO to develop a program and handout for the service.
- Based on family's wishes and information from the Family Liaison, consult with Honor Guard regarding casket watch, pall bearers, firing squad, taps, flag presentation, motor escort, bag pipes and vocalist.
- Determine reporting time for Honor Guard Teams, specific directions to the services site, information on local accommodations, estimated number of attendees, a roster of all agencies known to be sending representatives to funeral.
- Obtain a preliminary estimate for the number of participants and attendees.
- Establish procession route arranging for additional traffic control as needed and coordinate the order of the procession. Consider the impact to local businesses along the procession route.
- Assign positions in the motorcade prior to funeral and after for procession to the gravesite.

- Survey the location chosen for the viewing, funeral services and internment for the following: traffic direction for people attending, parking space availabilities to include overfill parking, determine escort routes for the family to the service and for the procession from the service to the cemetery.
- Apprise the Liaison Coordinator of all arrangements regarding traffic control and parking.
- Work with OR Dept of Transportation (ODOT) for any additional equipment such as cones and signs.
- Designate assembly points. Direct all uniformed, non-uniformed and retired personnel to appropriate area. Direct visiting police personnel to assemble in appropriate area.
- Develop 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.
- Provide parking diagrams for the funeral ceremony.
- Provide explanations of ingress and egress to the parking areas.
- Develop seating diagrams.
- Provide gravesite instructions, time frames and parking (if applicable).

### **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.

### **Consider the following:**

- 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 Honor Guard and the “posting of colors” (may practice with taped music).
- Desired line up/positioning of pallbearers.
- Pallbearers practice marching with the casket and raising/lowering of the casket from the casket bier.
- Set up sound/video system for church service and interment site. Determine how 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 is recommended.
- Video screens can be positioned in relation to the stage and podium.

### **Day of the funeral / memorial**

- Set up and arrival times for flowers, mementos and funeral items (tables w/ chairs, baskets, memorial programs).
- Plan for escort caravan with hearse from the funeral home to the staging areas, and then to the location of services.
- Obtain limousines needed for family, VIP and others – coordination of pick up times and number of cars needed and arrival location(s).
- Seating for Family, VIP Dignitaries, co-workers, local and support police/fire agencies, media and the general public.
- Arrange tables, chairs, tablecloths, baskets for sympathy cards and agency patches, etc.
- Provide private gathering area for family prior to services.
- Determine order of procession/recession for funeral service seating.
- Determine music/audio visual equipment considerations/coordination.
- Determine order of service and program distribution locations.
- Work with the media and the PIO to ensure minimal interruption at the service.
- Direct all uniformed, non-uniformed and retired personnel to appropriate area. Direct visiting police personnel to assemble in appropriate area.
- Organize time arrival of agencies to permit immediate entry.
- Enlist assistance of police/fire cadets/explorers to assist in seating/parking, handing out of programs, etc.

### **Gravesite**

- Arrange public address system and podium.
- Assign seats/positions at gravesite.
- Ensure there is ample seating for immediate family including a tent or awning for family in case of inclement weather.
- Consider positioning of Honor Guard, rifle team, military, casket bearers, speakers.

- At the gravesite work with the Honor Guard Commander to ensure that the funeral detail arrive ahead of the procession.
- Coordinate and reassemble uniformed personnel and dignitaries.
- Coordination of family's return to reception location.
- Removal and necessary delivery of flower pieces to specific locations requested by family.
- Coordinate on-air retirement of unit number with Communications.

# PUBLIC INFORMATION OFFICER

## Role of the Public Information Officer

A Line-of-Duty Death (LODD) to a law enforcement agency and community, big or small, will have an immediate and lasting impact that will benefit from an effective internal and external communication strategy. A Public Information Officer or someone assigned to gain control and manage media covering the LODD will help tell the story the right way. Effective media relations will help insulate the grieving family; will keep the affected law enforcement agency and employees informed; maintain the integrity of an investigation; and, provide direction and information to manage media, community and other public safety agency interest.

There are very few incidents that will match the intensity and high level of media interest than a LODD. The following factors may affect media coverage of any incident including a LODD:

- Type of incident (criminal vs. non-criminal)
- Location of incident (highly visible location vs. remote location)
- Day of week / Time of day
- Public interest or controversy
- Available media resources (usually affected by time of day & location of incident)
- Effective media management strategy to consistently provide accurate, timely and thorough information

The PIO or person(s) assigned to manage media relations should be notified as soon as possible to begin working closely with agency leadership, investigators, and the involved employee's family. The involved agency should consider utilizing, if available, local PIO networks or other PIO resources to establish a Joint Information System or Joint Information Center to coordinate and disseminate all approved information regarding the Line of Duty Death. If an involved agency does not have a trained PIO, they should consider reaching out to local partners for assistance to help manage media and public interest. Depending upon the circumstances and resources, more than one PIO may be necessary (i.e. Hospital PIO).

## Stages of Media Coverage for a Line of Duty Death

**Stage One – The “Breaking news” stage.** Media will start calling to verify the key question: “What happened?”

- Depending on factors listed above, consider establishing a media staging area and assign a PIO or other personnel at that location. Inform media of the staging location and when a PIO will be available for an initial statement. Keep an assigned person at that location to assist and monitor media while staying in contact with Agency Leadership, Incident Command, lead PIO, and investigators to provide for the release of consistent, approved information.

- If available, have PIO or other staff at headquarters handle phone calls, draft and distribute news releases, coordinate other essential communications (Governor's office, commissioners, mayor, etc.), and post information on website and/or available social media (Web 2.0) tools.
- Prepare an initial statement, approved through the agency leadership, to release within one hour, if possible. If the incident is related to a criminal investigation, all statements should also be approved by the lead investigator(s) and involved District Attorney's office.
- Remain in contact with the Family Liaison, keeping them informed of what is being released throughout these stages. If needed and agreed upon with the officer's family, assist with preparing them for any media contact or serve as their spokesperson releasing their statements and other information in consideration with their wishes.
- When identifying the employee, release name; age; rank; number of years of law enforcement service and length of service with involved agency; position assignment; and, if appropriate, marital status and number of children (**the release of name(s) should never occur prior to notification of ALL necessary next of kin and department personnel**).
- The visual media will immediately want a photograph of the involved officer(s). The first one they get their hands on will probably be what they use, regardless of how many better ones may be provided at a later time. If the involved agency does not have an up-to-date professional photograph, work with the officer's family to obtain their favorite photograph.
- Consider social media and determine early if the involved-officer(s) has any social media pages (i.e., Facebook, Twitter, etc.). If these are open and can be made 'private', have this done to prevent access to personal photographs or potentially private, embarrassing information or images.
- Identify and contact other PIOs who may become involved (i.e., hospital, lead investigating agency, government officials, family representative, etc.).
- Establish and communicate to media ongoing briefing time(s) and location(s) to control consistent, authorized information release.
- Media monitoring. If possible, start developing plan to record (audio and/or video) and archive news coverage and news conferences. This may be important for internal historical reasons, to provide to the family, and/or for later prosecutorial reasons.

- Internal and external rumor control. The gap between first reports of the incident and an initial first statement provides an open window for false information to start flowing internally and externally. Consider how to track and shoot down false rumors, possibly through media contacts, agency website or social media tools when needed quickly. This should continue through duration of all phases.
- Throughout duration of incident, provide copies of all news releases to important stakeholders and family if they wish (agency employees, government officials, District Attorney, investigators, partner law enforcement agencies, DPSST, etc.).

**Stage Two – Focus on victim officer, family and Department response** (usually within first two days of incident).

- Organize initial news conference using key individuals to help the public learn about the officer and more information related to the incident and investigation.
  - If agreed upon with the involved family, consider having a family member or representative selected by the family, close acquaintance(s) and co-workers present. Involvement of the family in any media-related matter is only a suggestion and should never be required.
  - Consider having photographs both in uniform and out of uniform reflecting who the officer was away from work (the more the better). Solicit the help and approval of the officer's immediate family to select photographs for release to media.
  - Agency head or command staff designee.
  - Agency history and broad picture regarding line of duty deaths.
  - Political representative.
  - Help the public envision that the officer is a member of your community, your neighbor, an everyday person whose life extended beyond their job.
  - Be prepared to address how the community can help the involved officer's family (fundraisers, cards, emails, etc.), ensuring someone is assigned to document donations and in-kind service donation information.
- Consider staging an area near police headquarters where the public and employees may come to pay tribute (i.e., flowers, cards, leave messages on large sign, etc.).
- Depending on nature of the incident, notify media and public how ongoing, consistent information will be released (scheduled media briefings, news releases, and use online resources for information updates).
- Keep law enforcement community updated utilizing teletype, department website and other available resources to send or publish appropriate information related to officer and upcoming associated events / memorial service.

**Stage Three – Focus on involved agency and the impact.**

- Consistent internal communications keeping employees updated through the memorial service. If death is related to a criminal act, continue keeping employees updated on

legal developments. When possible, communicate internally before information is released externally.

- Be aware of support resources for impacted employees.
- Ongoing rumor control and media monitoring to ensure accurate information is being released and understood by media and the public.

#### **Stage Four – Memorial Service**

- Continue working with the Family Liaison when considering the family's wishes. If appropriate, communicate to the media about their availability and concerns regarding the memorial service.
- Consider using outside PIOs or other staff to help plan and communicate memorial service information. Depending on available resources and incident timeline, planning and external communication may start second day following incident.
- If utilizing an Incident Command System (ICS) or an Incident Management Team (IMT) to plan memorial service, a PIO not tied to the incident should be part of the team. The ICS/IMT PIO should keep in close contact with lead PIO regarding all incident and memorial service information release details.
- Distribute news releases and post information online to help the public and interested outside agencies learn about memorial service details, procession details and route with possible traffic impacts, parking, bus and travel directions for out-of-area attendees.
- Consider impacts to local businesses along the procession route (involve Chamber of Commerce or other business liaison to reach out to businesses with pertinent information). Work with the Logistics Coordinator.
- Assign PIOs or other staff at memorial service location to check in, escort and monitor media during service.
- Utilize 'counters' to track attending public safety agency numbers, both people and vehicles, during procession and at memorial service. Information should be available for release as part of post-memorial service details.
- Identify resources to record media coverage for internal and family use.

#### **Stage Five – Post Incident / Memorial Service**

- Continue media monitoring activities, especially if on-going criminal case.

- Plan for demobilization of memorials and tribute locations in coordination with any affected agencies.
- Thank the community for their support through the agency leadership, either in written news release statement and/or in person message through media.
- Extend appreciation to those who donated or had significant roles throughout first four stages.
- Prepare for public disclosure requests and hard questions about perceived mistakes.
- If criminal investigation and pending prosecution, coordinate any future information / news releases with District Attorney.
- Continue keeping the family informed of important developments through the Family Liaison.
- Anticipate future events and contact from media including upcoming annual public safety memorials and one-year anniversary dates associated with the LODD.
- Consider any lessons learned and share with other PIOs.

## **HANDLING THE MEDIA AT THE HOSPITAL**

- Determine if there is a need for a PIO specifically at the hospital, in addition to a lead PIO.
- Information released to the media should be done by the lead PIO. All information will be shared with the family prior to being released to others. Families need to be informed that the law requires certain information may have to be released.
- Maintain a separate location away from the family for media staging.
- Maintain timely and consistent contact with the medical staff.
- Maintain continuous contact and information sharing between Hospital Liaison, Family Liaison, and agency administration.
- Family members are not required to speak directly with the media. If a family representative or member(s) wish to do so, coordinate their availability with the PIO.

# BENEFITS

## **Role** of the Benefits Coordinator

When an officer is killed in the line of duty, the process of submitting benefit paperwork can be overwhelming for the family. Initially, the Benefits Coordinator will work closely with the **Family Liaison**. The Benefits Coordinator needs to ensure the flow of communication to and from the family is consistent and timely, allowing all relevant documents be submitted. The Benefits Coordinator must also follow up with the family, asking if correspondence has been received. Oftentimes, materials are received in the mail, and the affected family is unsure what to do with the documents, causing delayed payment(s), opportunities, etc.

The following is a compilation of available benefits available in the event of a LODD. Some benefits included may provide assistance to a public safety officer and/or the family of someone who has been injured:



# BENEFITS

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### National

- U. S. Dept of Justice, Public Safety Officers' Benefits (PSOB)
  - Lump sum death benefit; Disability benefit; Educational benefit
- U. S. Social Security Administration
  - Monthly survivor benefit; Lump sum death benefit
- U. S. Dept of Labor
- U. S. Dept of Veterans Affairs
  - Burial flag; Presidential Memorial Certificate; headstone

### State and Local

- Public Safety Memorial Fund
  - Lump sum death benefit; Educational benefit; Mortgage benefit; Health benefit
- Public Employees Retirement System
  - Lump sum death benefit or monthly benefit
- Fire and Police Disability and Retirement Fund (Portland only)
  - Monthly benefit
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  - Educational benefit

### Other Organizations

- Dignity Memorial
  - Tribute services
- Fraternal Order of Police (FOP)
  - Steve Young Educational Scholarship
- National Rifle Association (NRA)
  - Felonious death benefit; Educational scholarship
- Oregon Peace Officers Association
  - Lump sum death benefit

Correctional Peace Officers Foundation  
Academic scholarships available

## NATIONAL BENEFITS

### **U. S. Dept of Justice, Public Safety Officers' Benefits Program:**

Enacted in 1976, the Public Safety Officers' Benefits (PSOB) Program provides death and education benefits to survivors of fallen law enforcement officers, firefighters, and other first responders, as well as disability benefits to officers catastrophically injured in the line of duty.

On December 15, 2003, the Hometown Heroes Survivors Benefit Act expanded the circumstances under which public safety officer deaths resulting from heart attacks and strokes may be covered by the program.

The Hometown Heroes Act:

- Establishes a statutory presumption that public safety officers who die from a heart attack or stroke following a nonroutine stressful or strenuous physical public safety activity or training, died in the line of duty for benefit purposes. This presumption may be overcome by "competent medical evidence to the contrary."
- Excludes actions of a "clerical, administrative, or nonmanual nature" from consideration.

*Death* – PSOB provides a one-time benefit to eligible survivors of public safety officers who deaths were the direct and proximate result of an injury sustained in the line of duty on or after September 29, 1976. For the current death benefit amount, visit the PSOB website at [www.psob.gov](http://www.psob.gov).

*Disability* – PSOB provides a one-time benefit to eligible public safety officers who were permanently and totally disabled as a result of catastrophic injury sustained in the line of duty on or after November 29, 1990. Injuries must permanently prevent officers from performing any gainful work in the future. For the current disability amount, visit [www.psob.gov](http://www.psob.gov).

*Education* – PSOB provides support for higher education to eligible spouses and children of public safety officers who died in the line of duty on or after January 1, 1978, or were catastrophically disabled in the line of duty on or after October 3, 1996. For the current maximum educational assistance amount per month, visit [www.psob.gov](http://www.psob.gov).

Contact :

Public Safety Officers' Benefits Office

Toll-Free: 1-888-744-6513

Email: [AskPSOB@usdoj.gov](mailto:AskPSOB@usdoj.gov)

PSOB website: [www.psob.gov](http://www.psob.gov)

**U. S. Social Security Administration:**

Monthly Benefits: Monthly survivor benefits available to eligible surviving spouse, dependent children, parents, or former spouse. Benefit amounts are dependent upon the earnings of the deceased person.

Contact: <http://www.ssa.gov/pgm/survivors.htm> for comprehensive information regarding survivor benefits and eligibility requirements.

Apply by calling or visiting any Social Security Office or making an appointment by calling 1-800-772-1213 (TTY 1-800-325-0778).

Apply promptly as benefits may not be retroactive.

Lump Sum: Lump sum payment of \$225 to eligible surviving spouse who was living in the same household with the worker when he/she died or, if no eligible spouse, the minor children who were receiving benefits on the deceased worker's earnings record during the month in which the worker died, or who were eligible to receive benefits.

Contact: Local your local Social Security Office or call 1-800-772-1213 (TTY 1-800-325-0778)

**U. S. Dept of Labor:**

The US Dept of Labor may provide benefits to a non-Federal law enforcement officer killed in the line of duty. Benefits may be provided if a state or local law enforcement officer is killed while engaged in the apprehension or attempted apprehension of a person who has committed a crime against the United States or who is being sought by a law enforcement authority of the United States. The benefit also is extended to those killed while engaged in the lawful prevention or law attempt to prevent the commission of a crime against the United States or as a material witness. The law enforcement agency MUST initiate the claim.

Contact: US Dept of Labor  
Frances Perkins Building  
200 Constitution Avenue NW  
Washington, DC 20210  
(202) 693-0040

**U. S. Dept of Veterans Affairs:**

The Dept of Veterans Affairs provides burial benefits to veterans.

Burial in a national cemetery is open to all members of the Armed Forces and veterans having met minimum active service duty requirements and having been discharged under conditions other than dishonorable. Their spouse, widow or widower, minor children and, under certain

conditions, unmarried adult children, are also eligible for burial. Eligible spouses may be buried, even if they predecease the veteran. Members of the reserve components of the Armed Forces who die while on active duty or while performing training duty, or who have 20 years of service in the reserve components of the Armed Forces creditable for retired pay, may also be eligible for burial. Contact <http://www.cem.va.gov/cem/bbene/eligible.asp> for eligibility requirements.

Burial benefits include a gravesite in a national cemetery with available space, the opening and closing of the grave, perpetual care, a Government headstone or marker, a burial flag, a grave liner and a Presidential Memorial Certificate, at no cost to the family. Contact <http://www.cem.va.gov> for cemetery listing.

Veterans buried in a private cemetery may still be entitled to a headstone or marker, a burial flag, a Presidential Memorial Certificate and burial allowances.

Contact: <http://www.cem.va.gov/>

## STATE BENEFITS

### **Public Safety Memorial Fund:**

**Death Benefits:** The Public Safety Memorial Fund Board may provide a \$25,000 lump sum death benefit to a beneficiary of a paid or volunteer public safety officer who is killed in the line of duty.

**Educational Benefits:** The Public Safety Memorial Fund Board may award scholarships for a graduate degree to the surviving spouse or designee and dependents. In determining the amount of a scholarship, the board shall consider the applicant's financial need, the funds available in the Public Safety Memorial Fund, and the anticipated demands on the fund. The board may not grant a scholarship in an amount exceeding the highest tuition charged by a state institution of higher education for a graduate program.

**Mortgage Benefits:** The Public Safety Memorial Fund Board may award to the spouse or designee of a public safety officer killed in the line of duty an amount up to the equivalent of 12 monthly mortgage payments on the residence of the spouse or designee if there is no mortgage insurance to cover the cost.

**Health Benefits:** The Public Safety Memorial Fund Board may award benefits to the spouse or designee and dependents of a public safety officer killed in the line of duty in an amount sufficient to allow the eligible recipients to purchase health and dental insurance comparable to that provided by the public safety officer. The benefit for the spouse or designee will continue for five years or until the spouse or designee (re)marries, whichever occurs first. The benefits for dependents continue until age 18 or, if the dependent is attending school, until age 23.

Contact: [www.oregon.gov/DPSST](http://www.oregon.gov/DPSST) for additional information  
or the Rules & Compliance Coordinator at 503-378-2431

Dept. of Public Safety Standards and Training  
4190 Aumsville Highway SE  
Salem, OR 97317

**Public Employees Retirement System (PERS):**

Death benefits: If a PERS member dies before retirement, the member's beneficiary will receive a lump-sum refund of the account balance which includes all contributions plus interest earned to the date of death.

The beneficiary will also receive a lump-sum payment equal to your account balance if:

1. You are employed by a participating employer at the time of your death, or
2. You are on an official leave of absence at the time of your death, or
3. You die as the result of injuries sustained while you were employed, or
4. You die within 120 days after termination of employment with a participating employer

If the beneficiary is a spouse, he or she may elect to receive a monthly payment for life instead of a lump-sum payment.

Contact: PERS Main Office  
11410 SW 68<sup>th</sup> Pkwy  
Tigard, OR 97233  
Call in advance to schedule an appointment, toll free at (888) 320-7377

**Portland Fire and Police Disability and Retirement Fund (Portland only):**

The Bureau of Fire and Police Disability and Retirement administers disability, death and retirement benefits to Portland firefighters, police officers and their survivors.

Contact: FPDR Fund  
Harrison Square Building  
1800 SW First Ave., Ste 450  
Portland, Oregon 97201  
(503) 823-6823  
Toll-Free: (800) 773-5744

**Workers' Compensation:**

Monthly Benefits: Workers' Compensation provides disability benefits to injured workers and monthly benefits to eligible spouses and children of fatally injured workers. Unlike temporary disability benefits, fatal benefits are determined by the state's average weekly wage, not the worker's average weekly wage.

Burial and Funeral Expenses: If the worker dies as a result of a compensable workers' compensation injury or occupational disease, the insurer is responsible for paying expenses related to the funeral and disposition of the body. The insurer should pay the expenses up to 20 times the state's average weekly wage.

Current benefit amounts are available at Workers' Compensation Division website.

Contact: Workers' Compensation Division  
<http://www.cbs.state.or.us/wcd/>  
(503) 598-7377 or toll free at (888) 320-7377

**Employer Life Insurance:**

O.R.S. 243.005 requires that every police officer in service of a public employer in the State of Oregon be issued a life insurance certificate in the amount of \$10,000 on his life, covering death caused by "injury or disease" sustained during working hours as a police officer, firefighter or volunteer firefighter, or death resulting from such an "injury or disease" within 365 days. This coverage shall be provided by the public employer at no expense to each eligible public safety officer.

Contact: Respective Public Safety Agency

**Employer Health Benefit Continuation:**

Contact: Respective Public Safety Agency

**State Scholarship Commission:**

The Governor of Oregon signed legislation on July 10, 1997, to provide scholarships to the surviving children of law enforcement officers killed in the line of duty.

Section 1. ORS 348.270 (1) In addition to any other scholarships provided by law, the State Scholarship Commission shall award scholarships in any state institution under the State Board of Higher Education, in the Oregon Health Sciences University, in any community college operated under ORS chapter 341, or in any Oregon-based regionally accredited independent institution, to any student applying for enrollment or who is enrolled therein, who is the natural, adopted, or stepchild of any public safety officer who, in the line of duty, was killed.

(2) Scholarships awarded under this section to students who are dependents of public safety officers shall equal the amount of tuition and all fees levied by the institution against the recipient of the scholarship. However, scholarships awarded to students who attend independent institutions shall not exceed the amount of tuition and all fees levied by the University of Oregon.

(3) If the student who is the dependent of a deceased public safety officer continues to remain enrolled in a state institution of higher education or a community college or an independent institution within the State of Oregon, the student shall be entitled to renewal of the scholarship until the student has received the equivalent of four years of undergraduate education and four years of post-graduate education.

Contact: Public Programs Oregon Student Assistance Commission  
[www.osac.state.or.us](http://www.osac.state.or.us)  
(547) 687-7416  
Toll Free at (800) 452-8807 ext. 7416

**Chemeketa Community College:**

Chemeketa Community College offers tuition waivers for credit classes for eligible spouses and children of paid and volunteer Oregon police officers, firefighters, and emergency medical providers who die in the line of duty.

Waivers are offered for up to 100 credits or a degree – whichever comes first. Eligibility for spouses ends seven years after the officer's death. Eligibility for dependent children ends at the end of the college term in which the dependent child's 23rd birthday occurs. Tuition waivers are subject to satisfactory academic progress.

Contact: [www.chemeketa.edu](http://www.chemeketa.edu)

## OTHER ORGANIZATION BENEFITS

**Dignity Memorial:**

The Dignity Memorial Public Servants Program provides dignified and honorable tributes, at no cost, for career and volunteer law enforcement officers, firefighters, and emergency service personnel who fall in the line of duty.

Contact: [www.dignitymemorial.com](http://www.dignitymemorial.com) (search Public Servants)  
or call (800) 344-6489

**Fraternal Order of Police:**

Steve Young Memorial Scholarship Program: Current spouses of fallen law enforcement officers whose deaths were determined to have been "in the line of duty" since January 1, 2001 are eligible to apply. The divorced spouse of an officer that meets the above criteria, who is the

parent or legal guardian of the dependent, minor children of the fallen officer, also qualifies to apply. Divorced spouses, who are the parent or guardian of a child of a fallen officer that is over the age of 18, but is non-self-supportive due to physical or mental disability, may also be eligible for the scholarship.

**National Rifle Association:**

Law Enforcement Officer Felonious Death Benefits: A \$25,000.00 insurance benefit to the widow or survivors of any NRA-member law enforcement officer who is feloniously killed in the line of duty.

Jeanne E. Bray Memorial Scholarship Awards Program: College scholarships of up to \$1,000 per semester (up to \$2,000 per year for a maximum of four years) to dependent children of any public law enforcement officer killed in the line of duty who was an NRA member at the time of death, and to dependent children of any current or retired law enforcement officers who are living and have current NRA membership.

Deadline for applications is November 15th annually. Applications may be complete and submitted online at <http://www.nrahq.org/law/lebenefits.asp>.

Contact: [jebrayscholarship@nrahq.org](mailto:jebrayscholarship@nrahq.org)  
or [selkin@nrahq.org](mailto:selkin@nrahq.org)  
or call 1-800-554-9498

**Oregon Peace Officers Association (OPOA)**

All active and associate members in good standing are eligible to receive a \$500 death benefit to be paid to their designated beneficiary upon their death. The OPOA has a memorial fund set up that provides an additional \$500 to the family of Oregon Peace Officers killed in the line of duty (including officers who are not OPOA members).

Contact: [www.opoa.info](http://www.opoa.info)  
or call (503) 393-9237

**National Sheriff's Association (NSA)**

NSA provides an accidental death and dismemberment insurance policy which pays \$10,000 (Sheriffs) and \$3000 (other members).

Contact: [www.sheriffs.org](http://www.sheriffs.org)  
1450 Duke Street  
Alexandria, VA 22314-3490  
1.800.424.7827



**OR State Sheriff's Association (OSSA)**

The OSSA may make a donation to survivors. Contact the OSSA for more details.

Contact: OSSA  
PO Box 7468  
Salem, OR 97303  
503-364-4204

**Correctional Peace Officers Foundation (CPO)**

The Correctional Peace Officers (CPO) Foundation is a national, non-profit charitable organization created in 1984. Its primary function is to preserve and support the surviving families of Correctional Officers who lose their lives in pursuit of their chosen profession of protecting the public from those remanded to correctional custody and supervision in the nation's prisons and jails.

The purpose of the Correctional Peace Officers (CPO) Foundation, Inc. is to operate and maintain a general fund for the perpetuation of the memory of those Correctional Peace Officers killed in the line of duty; to provide for their spouses, children or other beneficiaries; and to promote and project a positive image of the Corrections profession, both internally and to the general public.

The CPO also provides academic scholarships.

Contact: [www.cpodf.org](http://www.cpodf.org)  
P.O. Box 348390  
Sacramento, CA 95834-8390  
1.800.800.CPOF (2763)

# FUNERAL

## FUNERAL ARRANGEMENTS

### Responsibilities

The **Family Liaison**, with the assistance of the ***Liaison Coordinator, the Logistics Coordinator*** and the Honor Guard Coordinator shall:

- Act as facilitator between the family and the agency during the viewing, the funeral and beyond if necessary.
- Be constantly available to the family during the viewing, the funeral and beyond if necessary.
- The Family Liaison shall meet with the family to discuss the responsibilities of the ***Logistics Coordinator*** during the funeral.
- Coordinate with the Honor Guard Commander to provide the family with information concerning the locations of churches and reception halls large enough to accommodate the expected number of attendees. *There may be a cost to use this facility. It is a good idea to know ahead of time what the agency, association(s), other organizations and the family are willing to contribute.*
- In conjunction with the Honor Guard, meet with the family and the funeral director regarding the funeral arrangements.
- Communicate the family's requests to the funeral home and the selected member of the clergy.
- Arrange through the Honor Guard for the delivery of a 5 x 9.5 casket-size national flag to the funeral home. *(Be sure the flag is professionally pressed)*
- Obtain a complete uniform of the appropriate rank and deliver it to the funeral home. Special attention must be given to locating the personal property, being particularly attentive to personal property wedding rings, medals, and nametags.
- Coordinate with the affected station/division commander and the Traffic Division Commander to complete an itinerary for the funeral. The Traffic Division Commander shall be responsible for traffic control during the procession. It is extremely helpful to solicit help from those who have participated in this type of event previously.
- Arrange for a program to be produced and printed.

## Funeral Service

The **Logistics Coordinator** will be the lead for all agency activities as they relate to the funeral service. The desires of the family regarding arrangements shall be primary concerns. Facility selections to accommodate a large number of attendees will be coordinated with family, clergy, the Family Liaison and the Logistics Coordinator. An agency chaplain or family clergy may be used to officiate services.

The Honor Guard, in conjunction with the Family Liaison, will make the family aware of what alternatives and resources the agency offers. The exact nature of the services must be left to the family's decision. Information concerning the funeral arrangements and other pertinent information should be provided to any relevant coordinators as soon as possible.

The family may elect to secure the participation of one or all of the following: Honor Guard Burial Team, Color Team, Casket Guard, Rifle Volley Team, Vocalist, Bugler and Bagpiper.

### Funeral team procedures may include:

- A corridor of honor should be in place near the entrance of the facility for the family, dignitaries and others attending the service.
- At the viewing and during the viewing hours, The Honor Guard will be present. Two team members will stand guard at the casket for periods of 20 minutes at a time. Changing of the Guards will be done with the utmost dignity.
- A six-member Honor Guard Burial Team may act as pallbearers and handle the movement of the casket. They will fold and present the national flag to the agency representative for presentation to the next of kin at the interment. Pallbearers, under the direction of the Honor Guard, shall report to the Honor Guard and the funeral director at least 24 hours prior to the funeral.
- Six members of the Honor Guard shall serve as members of the Color Team. Four will be the color bearers with two guards. The Color Team leader will carry the national flag, give the color team commands and be responsible for the movement of the team. One member will carry the State flag, one will carry the County flag and one will carry the Agency flag.
- A seven member Firing Party may honor and salute the deceased employee, if this is the family's desire. The team leader will control movement of the team and the execution of fire. The firing team shall position themselves at the gravesite prior to the arrival of the funeral motorcade. The team shall be positioned so that when firing a volley the team will be firing over the deceased's left shoulder.
- A selected member of the Honor Guard will play "Taps." In lieu of Taps, a bagpiper may play a melody at the family's request.

## **Selecting the Funeral Detail**

The Honor Guard will be responsible for the selection and briefing of the funeral detail. An outside Critical Incident Stress Management or Peer Support Team should assess the emotional capabilities of the officers assigned to the funeral detail. Under no circumstances will an officer be assigned a role with which they are uncomfortable. Personnel involved in the funeral detail should be instructed to try to maintain composure to assure the professional conduct of police operations and to remain of service to the family. Alternate officers should be available to replace a member overcome by emotions or fatigue.

### **For the church service, the Honor Guard should:**

- Designate an appropriate location for a pre-funeral briefing prior to the funeral and conduct an “all-hands” briefing at least two hours before the funeral service begins. The purpose of the briefing is to convey proper funeral etiquette, inspect uniformed personnel and ensure uniformity of personnel by providing additional uniform accessories. An ample supply of black bands for the badges shall be made available at the funeral service.
- Setting up a sound system for the church service and the burial site. This should be coordinated with the churches videographer or another professional audio/visual person.
- Ensure all cruisers used for funeral activities and family transports are washed and cleaned and all officers serving as drivers are in a Class A uniform.
- Designate Honor Guard members as ushers for seating. Include as many agencies as possible.
- Coordinate the details of the service with the clergy, the Family Liaison and the Traffic Commander.
- Reserve seating in the facility for family and friends, the deceased officer's squad members, the Command Staff and other dignitaries, if possible. One Honor Guard member shall be assigned to accommodate staff officers and dignitaries.
- Designate a member of the Honor Guard to call the detail to attention and present arms if the casket is draped with the national flag as the casket is taken to and from the church.
- Direct all uniformed, non-uniformed and retired agency personnel to assemble at an appropriate area preferably in front of the church. Visiting police personnel also should be directed to assemble in an appropriate area.
- The Honor Guard Coordinator or designee shall brief the detail on what will take place prior to the arrival of the hearse.

## **Security Considerations**

Personnel assigned to threat assessment, the venues, motorcade and route security should not have an active role as an attendee or participant during any portion of the planned event. Their duty is to focus beyond the circumstances and reality of the loss and to provide the highest level of safety and security.

### **Threat Assessment**

With the loss of a public safety member, the circumstances surrounding the incident and the potential for disruptive acts that may affect any formalized memorials, services and remembrances should be reviewed, confirmed and/or validated if possible with a contingency/action plan developed as appropriate. A threat assessment should be conducted by the appropriate personnel to determine the level and location of security presence during any phase of the planned event.

The completed assessment and recommendations should be shared with event planners/incident command staff during the formal planning stage.

### **Venue Security**

The plan for event venues, to include religious sanctuaries, public locations, memorial sites as well as the location of internment should have a vulnerability assessment conducted based on the level of the perceived or verified threat. A perimeter system may be established to encompass the various levels of access and security. Consideration should be given to the securement of the motorcade, participant vehicle parking, emergency access and egress.

### **Motorcade and Route Security**

In assessing and planning the motorcade configuration and the primary/alternate routes, consideration should be given regarding several factors. The size of the principle motorcade to include the lead vehicle(s), the vehicle transporting the fallen public safety member, subsequent vehicles transporting members of the family, friends and/or dignitaries as well as any designated tail vehicle(s). Expedited movement may be accomplished through traffic control points which will also serve as reference locations during the procession. Public awareness should be emphasized by the PIO during briefings to assist in congestion relief. The level of route security and information released should be reflective of the threat assessment.

## Coordinating the Gravesite Service

**For the gravesite service, the Honor Guard should:**

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

## Coordinating Media Coverage

**Every attempt will be made to minimize media intrusiveness into the privacy of the survivors.** In accordance with the family wishes and any restrictions inherent in the religious service, the PIO will coordinate with the Honor Guard Commander to arrange appropriate news coverage of the funeral activities. Coverage may include the actual funeral service, areas surrounding the funeral service, the funeral procession, burial and recession. In conjunction and coordination with the Honor Guard Commander, an appropriate media staging area will be established and a PIO member detailed to it.

For every line-of-duty death, the Honor Guard or representative will collect the names of every law enforcement agency in attendance at the funeral. This information will be forwarded to the Logistics Coordinator shortly following the funeral service so that the Chief of Police or Sheriff may prepare thank you letters to each agency.

## Funeral Categories

1. Full Honors – Usually utilized for a Line of Duty Death
2. Death of an employee in any other manner
3. Death of a civilian employee
4. Death of a retired or separated employee
5. Death of an immediate family member of an employee

## Suicide

If your agency has experienced the death of a public safety officer by suicide, please consider the following:

- Does your agency have a policy regarding non line-of-duty deaths?  
If so, avoid deviating from that policy. Deviating from the policy can be interpreted as passing judgment on the way the officer died. This can cause further hurt and trauma to the survivors as well as violate trust.
- An agency should not tamper with suicide designation, e.g. changing a suicide by firearm to an accidental death.

**If you do not have a policy dealing with non line-of-duty death**, here are some suggestions for honoring the memory of an officer who died by suicide:

- Family first. The family may have strong feelings about the agency's involvement with the funeral even more so than a line-of-duty death. However, do not assume anything. Contact the family in a diplomatic way via a liaison officer or friend of the family to determine their wishes.
- Focus on honoring the way the officer lived rather than dishonoring the officer by the way he/she died. With the family's permission, you may announce the death or invite other law enforcement agencies to the funeral using the following suggested model:
  - Our agency is saddened to announce the death of Officer \_\_\_\_\_. This was not a line-of-duty death; however we will be recognizing his/her years of service with our agency (follow with details of the activities or events).
- Suicide can sometimes be precipitated by conduct unbecoming of an officer. Be prepared to defend the stance of the agency regarding the funeral and memorials.
- If your agency has experienced the tragedy of line-of-duty death, carefully review how that officer was honored and memorialized. Will the same type of tributes be considered for the officer who died by suicide? Again, be prepared to defend the agency's actions as they will be compared to the line-of-duty death.
- Consider what, if any, support services you will provide the family following the death. Families may need assistance with benefits administration, may have unanswered questions, and may appreciate being remembered on anniversary dates. You may also want to provide them information on a local Survivors of Suicide group or the national organization, SOLES (Survivors of Law Enforcement Suicide) 239.541.1151.

# PEER SUPPORT

Peer Support programs should be designed to provide timely, comprehensive, and confidential peer to peer assistance for staff. Some programs are trained to provide support to families and non-law enforcement survivors. There are a number of different intervention programs which may be utilized by agencies. These programs are intended to address their physical and emotional needs. Refer to the **Resource (Agencies)** section.

## Peer Support Services:

Peer support services should be made available, if requested.

Any staff in the workplace may utilize the services of this program.

All communication between a peer supporter and a peer in a support counseling session is confidential, except for those matters which involve a life threatening or dangerous violation of the law. (*Reference ORS 181.860*)

Peer supporter's names and business numbers should be available on posted lists within each agency.

## Duties of an on-site Peer Support team:

- Provide consultation and assistance in the development of critical incident stress operation.
- Assist in determining peer support team training needs and coordinate lesson plan development and training modules as follows;
  - Training should be in subjects associated with the overall application of peer support functions, peer support one on one counseling sessions, confidentiality admissibility as evidence (ORS 181.860), how to participate in the agencies' support program.
  - All Peer Support team members should be trained to the Agency's standardized curriculum with an outlined schedule of continued training options.
  - Assist in quality assurance and other documentation useful for peer support and/or critical trauma response research and program evaluation;
- Assist in Peer Support Team selection and appointment (ORS 181.860).
- Maintain a peer support recall list of staff trained in the agencies' support program.
- Maintain a list of referral resources.
- Assure integrity of confidentiality regarding the issue.



## **Responsibilities of Peer Support**

In the event of a staff death, crisis, critical incidents or catastrophe, the designated Peer Support Coordinator should be notified and then work closely with other designated assigned staff.

- Provide advice and counsel to the incident commander;
- May act as a liaison to staff members families;
- Making death or serious injury notifications to agency staff; and
- Establish a follow-up schedule for periodic check in with family members, survivors, and/or agency staff for continued support over time, as requested or recognized.

## **When a tragedy occurs**

In the event of a crisis event or critical incident, the agency administrator, commander, or designee should recognize the emotional impact a serious injury or terminal illness can have on co-workers, and utilize the resources of a Peer Support Team as follows:

- Notify the Peer Support coordinator;
- Assign peer support for the affected staff;
- Relieve the affected staff from assigned duties and away from the scene of the incident as soon as possible;
- Attempt to identify all affected individuals and determine the level of services to be activated based on the agencies involved.
- Debrief the debriefers once immediate assistance has been provided to those in need.

Recognizing the emotional impact a death, serious injury or illness can have on co-workers, members of the agency's Peer Support Team may be called upon to provide:

- Liaison with the Employee Assistance Program (EAP) and other health care/mental health care resources.
- Continued employee support over time, as requested or recognized.
- Group Peer Support Training

# LONG TERM SUPPORT FOR AGENCIES

The long term support of agency members affected by a line of duty serious injury or death is a critical component for a healthy agency recovery.

*Long term support actually begins prior to any line of duty serious injury or death ever occurring.* Long term support begins with training for agency members (and their spouses) on what to expect if an agency member is seriously injured or killed in the line duty. It also important for an agency to have procedures, protocols or plans in place for these kinds of events.

When a line of duty serious injury or death occurs it is important that an agency provides ongoing and continuous support to those impacted by the traumatic event. Long term support aides in the healing process and provides for the best possible outcome for those affected by the event. Unresolved feelings or issues may only grow into larger issues if not addressed early on.

Below are some guidelines for the initial response and ongoing long term monitoring of agency members.

- It is very important for the **agency head to be visible** post incident and the days following the traumatic event. The agency head should do their very best to connect with those impacted to provide support and reassurance during a very difficult time.
- **Impacted agency members should be offered access** to a Chaplain, Clergy, Employee Assistance Program (EAP), psychological services or any other professional/organization that specializes in grief counseling.
- As soon as practical a **critical incident stress debriefing(s) (CISD) should be held** for those agency members involved (either directly or indirectly) in the incident. The debriefing should be conducted by individuals who are trained in the critical incident stress debriefing/management system. This will assure that the debriefings are held in concordance with standardized practices.
- There may be a need for **multiple debriefings** so an agency should be prepared for this as well. Examples would be debriefing for those impacted by the event but not directly involved in the incident.
- Agency members impacted by the traumatic incident **should be offered time off** and return to work when they feel they are ready.

- When agency members impacted by the traumatic incident return to work they should be monitored by their supervisor(s). If the **agency member appears to have difficulties** (such as the inability to focus on the tasks at hand, irritability, difficulty getting along with others, or any behavior that is out of the ordinary for the person) they should be offered access to Chaplain, Clergy, Employee Assistance Program, or a Mental Health Clinician.
- Agencies that do not have the resources mentioned above should not hesitate to **reach out to their respective associations** or neighboring agencies for assistance or any other professional/organization that specializes in grief counseling.
- **Monitoring for employees is on-going and continuous.** Agencies should be aware of anniversary dates and other significant events that could trigger feelings in those impacted by the event.

# LONG TERM SUPPORT FOR FAMILIES

- Remember that surviving parents, siblings, adult-aged and younger children, same sex partners, significant others, and co-workers are all experiencing grief. The agency should be sensitive to the needs of all survivors, including those beyond the spouse.
  - Acknowledge other family members, in addition to the spouse, during memorial speeches.
  - When plaques and memorabilia are given to the surviving spouse, consider making the same available to the surviving parents or other family. Remember children from former marriages.
- Remember that survivors handle grief differently. Some experience a complicated grief process that may include Post Traumatic Stress (Disorder). There is no timetable for the grief process – do not set limitations on when the family should ‘recover’. Do not assume the family has ‘moved on.’
- Do not abruptly end support and contact with the family in the immediate aftermath of the funeral. Instead, taper off support as appropriate to the survivors’ adaptation and functioning.
- Observe the officer’s date of death with a short note to the family and/or flowers on the grave. Remember that holidays are a particularly difficult time for survivors. Invite family to agency or union holiday events.
- Don’t be afraid to use the deceased officer’s name when talking to the family. Even though tears may flow from your question, they are not flowing because “you brought back bad memories”. They are tears of appreciation, knowing that you remembered and loved the fallen officer, too.
- Provide remembrances of the officer to the family. These may include collections of anecdotes, pictures, and newspaper articles of incidents the officer was involved with. Children who will not have the opportunity to hear their parent’s ‘war stories’ from the deceased officer will have the chance to do so if co-workers share them. Other surviving family will have another perspective of their loved one.
- Do NOT make promises to survivors that you can’t keep. Set a definite time and place and keep the appointment.

- Maintain support as long as the family feels such a need. In time, the family will let you know when they are ready to discontinue assistance from the agency. Agency support should be empowering.

## **Support for Survivors Awaiting Trial**

- Keep the family informed of the legal proceedings so they do not learn about it through the media.
- Inform the family on all details of the incident causing the officer's death. If information may jeopardize the trial, explain to the family the reasons for not sharing the information at that time. At the earliest opportunity following the trial, answer ALL questions about the incident. Reluctance to share information regarding the incident may be viewed by the family as attempting to 'hide something.'
- Utilize victim assistance providers in the court system to ensure that survivors do not enter the courtroom unaware of their rights as victims.
- Encourage the family to attend the trial. Brief survivors in advance of any upsetting material that may be presented during the trial.
- Assign a support person to accompany survivors to the trial.
- Show agency support of the fallen officer during court proceedings by having as many agency members as possible attend, including management, unions, co-workers, other agencies, etc.

*For additional information, refer to the **Resources** section (Families and Agencies)*

# RESOURCES FOR AGENCIES

## **Concerns of Police Survivors (C.O.P.S.)** [www.oregonpolicesurvivors.org](http://www.oregonpolicesurvivors.org)

*Concerns of Police Survivors, Inc. provides resources to assist in the rebuilding of the lives of surviving families and affected co-workers of law enforcement officers killed in the line of duty as determined by Federal criteria. C.O.P.S. provides training to law enforcement agencies on survivor victimization issues and educates the public of the need to support the law enforcement profession and its survivors.*

**Oregon chapter: 503.465.8082**

## **Correctional Peace Officers Foundation (CPOF)** [www.cpof.org](http://www.cpof.org)

*The purpose of the Correctional Peace Officers (CPO) Foundation, Inc. is to operate and maintain a general fund for the perpetuation of the memory of those Correctional Peace Officers killed in the line of duty; to provide for their spouses, children or other beneficiaries; and to promote and project a positive image of the Corrections profession, both internally and to the general public.*

## **Desert Waters Correctional Outreach** [www.desertwaters.com](http://www.desertwaters.com)

*Desert Waters Correctional Outreach exists to increase the occupational, personal and family well-being of staff of all disciplines within the corrections profession.*

## **First Responder Support Network** [www.frsn.org](http://www.frsn.org)

*Healing, education and support for First Responders and their spouses/significant others whose lives have become unmanageable due to critical incident, cumulative and/or post traumatic stress.*

## **National Law Enforcement Officers Memorial** [www.nleomf.org](http://www.nleomf.org)

*The National Law Enforcement Officers Memorial is the nation's monument to law enforcement officers who have died in the line of duty. The National Law Enforcement Officers Memorial is ever-changing; new names of fallen officers are added to the monument each spring, in conjunction with **National Police Week** [www.nleomf.org/programs/policeweek/](http://www.nleomf.org/programs/policeweek/)*

## **Public Safety Survivors** [www.publicsafetysurvivors.com](http://www.publicsafetysurvivors.com)

*Individuals devoted to promoting the interests of public safety survivors, public safety members, and their families in regard to public safety death or catastrophic injury.*

## **OR Public Safety Memorial Fund** [www.oregon.gov/DPSST/MF/index.shtml](http://www.oregon.gov/DPSST/MF/index.shtml)

*The fund provides financial assistance to public safety officers who are permanently and totally disabled as a result of a line of duty injury, and to family members of the public safety officers who have been killed or permanently and totally disabled in the line of duty.*

## **Public Safety Officer Benefits Program**

[www.ojp.usdoj.gov/BJA/grant/psob/psob\\_death.html](http://www.ojp.usdoj.gov/BJA/grant/psob/psob_death.html)

*The Public Safety Officers' Benefits (PSOB) Program provides a one-time financial benefit to the eligible survivors of public safety officers whose deaths are the direct and proximate result of a traumatic injury sustained in the line of duty.*

## **Police Memorial Trust Fund** [www.oregon.gov/DPSST/MF/PoliceMemTrustFund.shtml](http://www.oregon.gov/DPSST/MF/PoliceMemTrustFund.shtml)

*A trust fund for an officer has been killed or permanently and totally disabled in the line of duty. Potential benefits from the Memorial Fund to eligible officers and family members, as follows: an initial benefit of \$25,000; and optional health and dental insurance benefits, educational scholarships, and mortgage benefits.*

## **Safe Call Now** [www.safecallnow.org](http://www.safecallnow.org)

*A confidential 24 hour crisis referral hotline for public safety employees and their families.*

## **The Sheriff's Relief Fund** [www.sheriffs.org/about/AdoptACopFamilyProgram.asp](http://www.sheriffs.org/about/AdoptACopFamilyProgram.asp)

*The National Sheriffs' Association has established an account to receive financial donations intended to assist those law enforcement employees and their families impacted by natural disasters or other tragic events.*

## **Survivors of Law Enforcement Suicide (S.O.L.E.S)** [www.tearsofacop.com](http://www.tearsofacop.com)

*This site focuses on survivor issues -- those left behind grieving the loss of a loved one. The site and chat room provide a place to bond with other officers' families, who have lost their loved one to suicide by way of out-reach programs, on-line chats, and other related projects to encourage healing, and hopefully a better understanding. 239.541.1151*

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## **Critical Incident Stress Management (CISM)**

This method of intervention was developed primarily within the realm of emergency services as far back as the late 70's. It has since become a fairly common "standard of care" within the public safety sector. (Everly & Mitchell, 1997).

*"CISM is a comprehensive, integrative, multi-component crisis intervention system. CISM is considered comprehensive because it consists of multiple crisis intervention components, which functionally span the entire temporal spectrum of a crisis. CISM interventions range from the pre-crisis phase through the acute crisis phase, and into the post-crisis phase. CISM is also considered comprehensive in that it consists of interventions which may be applied to individuals, small functional groups, large groups, families, organizations, and even communities." (International Critical Incident Stress Foundation website)*

Critical incident stress management or CISM is an active, short-term, supportive helping process. This type of acute intervention is designed to mitigate the crisis response. It is not psychotherapy or a substitute for psychotherapy. While CISM is not psychiatry or psychology, it is designed to be overseen by a qualified mental health professional.

The goals of crisis intervention are to stabilize the emotional impact of an event, reduce symptoms of stress, return employees to adaptive functioning or facilitate access to continued and/or professional care.

The “comprehensive, integrative, multi-component crisis intervention system” referred to in the definition is a seven phase model which includes the following:

- **Pre-crisis preparation.** This includes stress management education, stress resistance, and crisis mitigation training for both individuals and organizations.
- **Disaster or large-scale incident,** as well as, school and community support programs including demobilizations, informational briefings, "town meetings" and staff advisement.
- **Defusing.** This is a 3-phase, structured small group discussion provided within hours of a crisis for purposes of assessment, triaging, and acute symptom mitigation.
- **Critical Incident Stress Debriefing (CISD)** refers to the "Mitchell model" (*Mitchell and Everly, 1996*) 7-phase, structured group discussion, usually provided 1 to 10 days post crisis, and designed to mitigate acute symptoms, assess the need for follow-up, and if possible provide a sense of post-crisis psychological closure.
- **One-on-one crisis intervention/counseling** or psychological support throughout the full range of the crisis spectrum.
- **Family crisis intervention,** as well as, organizational consultation.
- **Follow-up and referral** mechanisms for assessment and treatment, if necessary.

[www.icisf.org](http://www.icisf.org)

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### ***Oregon Critical Incident Stress Management Teams & Other Resources***

- Benton / Linn Co CISM Team
- Central OR CISM Team – Bend
- Central OR Police Chaplaincy – Jim Crowley 541.410.6128
- Clackamas Co CISM Team
- Clatsop Co Trauma Team
- Dept of Corrections (DOC): Emergency Staff Services (ESS) --  
Central Emergency Preparedness Coordinator 503.937.1073
- Eugene PD Trauma Team
- Lane County Trauma Team
- Marion Co Trauma Team



- OR Chaplain Response Team: Chaplain Steve Brodehl -- Hillsboro Fire & Rescue 503.681.6166
- OR Fire Marshal's Office: Incident Management Team 503.373.1540
- OR State Police Critical Incident Response Team (CIRT)  
Lt. Mike Peterson (Commander) 503.932.3525
- Portland PB Peer Support Team
- Salem PD Trauma Team
- Tualatin Valley Fire & Rescue
- Willamette Valley Crisis Chaplaincy Services – Chaplain Todd Pynch 503.763.8522

## Psychological First Aid (PFA)

*“Psychological first aid is currently the professionally-recognized intervention of choice for helping individuals deal with the immediate aftermath of disaster and emergency incidents. It can be applied to responders and disaster survivors of all types, and can take place in most any setting.”*

Oregon Department of Human Services  
Addictions and Mental Health Division  
Emergency Preparedness Field Guide, 2007

### What is PFA?

An evidence-informed modular approach, designed to reduce the initial distress caused by traumatic events and to foster short- and long- term adaptive functioning and coping. Principles and techniques of PFA meet four basic standards:

- 1) Consistent with research evidence on risk and resilience following trauma
- 2) Applicable and practical in field settings
- 3) Appropriate for developmental levels across the lifespan; and
- 4) Culturally informed and delivered in a flexible manner

### Who is PFA For?

Adults and children exposed to emergencies and disasters as well as first responders and relief workers.

### Core Actions of PFA:

- Contact and Engagement
- Safety and Comfort
- Stabilization
- Information Gathering: Current Needs and Concerns
- Practical Assistance
- Connection with Social Supports
- Information on Coping
- Linkage with Collaborative Services

## **PFA Resources**

### *Information and Materials:*

PFA Overview, handouts, and worksheets available at the US Department of Veterans Affairs, National Center for PTSD. Available at <http://www.ptsd.va.gov/professional/manuals/psych-first-aid.asp>

### *Training and Additional Resources:*

PFA Online officers [offers] a six-hour interactive course which features innovative activities, video demonstrations, and mentor tips from the nation's trauma experts and survivors. PFA online also offers a Learning Community where participants can share about experiences using PFA in the field, receive guidance during times of disaster, and obtain additional resources and training. PFA Online is provided [funded] by the Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMHSA), National Center for PTSD (NCPTSD), National Association of County and City Health Officials (NACCHO), US Department of Health and Human Services (HHS) Office of the Surgeon General, and Office of the Civilian Volunteer Medical Reserve Corps. Available at <http://learn.nctsn.org/>.

### *Additional References:*

*Brymer M, Jacobs A, Layne C, Pynoos R, Ruzek J, Steinberg A, Vernberg E, Watson P, (National Child Traumatic Stress Network and National Center for PTSD), Psychological First Aid: Field Operations Guide, 2nd Edition. July, 2006. Available on: [www.nctsn.org](http://www.nctsn.org) and [www.ncptsd.va.gov](http://www.ncptsd.va.gov).*

# **Certified OR Clinical / Licensed Police Psychologists (Cop Docs)**

*Source: International Association of Chiefs of Police (July 2011)*

**Dr. Sherry Harden** – 503.533.9806 Beaverton  
Email: sherryharden@earthlink.net

**Dr. Stephen M. Huggins** – 503.661.7733 Gresham  
Email: drhuggins1@aol.com

**Dr. Robert H. Jones** – 503.399.7092 Salem  
Email: robharrjon@aol.com

# RESOURCES FOR FAMILY & SURVIVORS

**Compassionate Friends** – <http://www.compassionatefriends.org/>

*The mission of The Compassionate Friends is to assist families toward the positive resolution of grief following the death of a child of any age and to provide information to help others be supportive.*

*OFFERS: Online support community, downloadable grief brochures, regional and national conferences, several local chapters throughout Oregon (chapter locator on website).*

**Concerns of Police Survivors (C.O.P.S.)** – <http://www.nationalcops.org/>

*Concerns of Police Survivors, Inc. provides resources to assist in the rebuilding of the lives of surviving families and affected co-workers of law enforcement officers killed in the line of duty as determined by Federal criteria. Furthermore, C.O.P.S. provides training to law enforcement agencies on survivor victimization issues and educates the public of the need to support the law enforcement profession and its survivors.*

*OFFERS: Counseling programs through National Police Week, C.O.P.S. Kids/Teens programs, Hands-On programs for parents, spouses, siblings, adult children, in-laws, and co-workers. The Oregon C.O.P.S. chapter offers local peer support and resources for police line-of-duty death survivors. <http://www.oregonpolicesurvivors.org/>*

**Crime Victims United of Oregon** – <http://crimevictimsunited.org/>

*Crime Victims United was founded in 1983 to advance the rights of crime victims and enhance the safety of all law-abiding Oregonians by addressing problems in Oregon's criminal justice system. Its mission is "to promote a more balanced justice system through legislative action and public awareness."*

**The Dougy Center** – <http://www.dougy.org/>

*The Dougy Center provides support in a safe place where children, teens, young adults, and their families grieving a death can share their experiences.*

*OFFERS: Support groups for children and adults.*

**First Responder Support Network** [www.frsn.org](http://www.frsn.org)

*Healing, education and support for First Responders and their spouses/significant others whose lives have become unmanageable due to critical incident, cumulative and/or post traumatic stress.*

*OFFERS: Support and education for spouses/significant others, including an annual 6 day retreat at no cost (limited space available).*

**Mothers Against Drunk Driving** – <http://www.madd.org/>

*“The mission of Mothers Against Drunk Driving is to stop drunk driving, support the victims of this violent crime and prevent underage drinking.”*

*OFFERS: Peer support through online chat, support groups, social media; downloadable grief brochures for family, co-workers, neighbors/friends, spouses, men, parents, grandparents, adult siblings, teenagers, and children. Some brochures available in Spanish; downloadable brochures for legal considerations and coping with injuries; local offices in Portland, Eugene, White City, and Glide, Oregon.*

**Oregon Department of Justice, Crime Victims Services Division,**

<http://www.doj.state.or.us/crimev/>

*The mission of the Crime Victims' Services Division (CVSD) is to reduce the impact of crime on victims' lives by supporting statewide victim services programs, promoting victims' rights, and providing victims access to information and resources in a compassionate, responsive, and dedicated manner.*

*OFFERS: Information and links to Oregon crime victims services, programs, and initiatives.*

**Parents of Murdered Children,** <http://www.pomc.com/>

*POMC® provides the on-going emotional support needed to help parents and other survivors facilitate the reconstruction of a "new life" and to promote a healthy resolution. Not only does POMC help survivors deal with their acute grief but also helps with the criminal justice system.*

*OFFERS: Peer support, crisis intervention, grief retreats, national conference, Second Opinion Services provide answers to questions and concerns regarding a death and subsequent investigation(s), Parole Block program allows survivors to participate in the parole process. The Greater Portland Area Chapter offers peer support, information regarding the grieving process and criminal justice system, advocacy. <http://www.pomc.com/portland/>*

**Public Safety Survivors** – [www.publicsafetysurvivors.com](http://www.publicsafetysurvivors.com)

*The mission of Public Safety Survivors is to promote the policy interests of Oregon's public safety survivors and current public safety employees and their families in matters related to public safety death and serious injury.*

**Wives Behind the Badge** - <http://wivesbehindthebadge.org/>

*Wives Behind the Badge is an all-volunteer 501(c)(3) national charitable organization dedicated to improving the lives of law enforcement families by providing much-needed resources and emotional support, and serving as a positive voice for law enforcement.*

# OREGON SURVIVORS SHARE WHAT HELPED THEM COPE

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*Clackamas County Sheriff's Office Deputy William Bowman was killed in September 2000 during a SWAT training exercise. Deputy Bowman was accidentally shot with a live round from another officer's weapon.*

"I found that having a friend/liaison from the Sheriff's office working on all benefit paperwork was very helpful. This dedicated deputy made sure all forms were filled out and the deadlines were met. Meanwhile his wife became a great workout partner at the gym. Having someone counting on you to show up motivates you to go."

Corie Foote Bowman Gosse, Spouse

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*Portland Police Officer Colleen Waibel was killed January 1998 during a drug raid on a house. While attempting to knock the front door down, Officer Waibel was struck above and below her vest by automatic gunfire.*

"I found that not sequestering myself and continuing to allow family and friends to enter my "personal space" and to consciously socialize helped immensely. Due to their kindness, understanding, and diligence, I did not often feel like I was now alone."

Mark Fortner, Spouse

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*Marion County Sheriff's Office Deputy Kelly Fredinburg was killed June 2007 while responding to a call for assistance from another agency. Deputy Fredinburg was travelling south on Highway 99E when he was struck by a vehicle that crossed the center line on Highway 99E.*

"My husband and best friend had both lost a brother years prior. There was a lot of surviving guilt that went thru me, such as it was not fair that someone who loved life and lived it to the fullest and younger than me went first. My best friend understood that feeling. My husband was on the road and never really dealt with the loss he went thru. He turned to alcohol and worse when my brother passed. My pain was hard for him. My father in law made the comment, "You do not get over it, you learn to live with it." I lost my friend 8 months later and turned to God at that point to heal. I started a list of memories in a journal. Each time something popped into my head I wrote it down. Nowadays, it is stories from co workers and friends who have come out of the woodwork that we grew up with. And to this day I am not over it - I have learned to live with it."

Kimberly Fredinburg, Sister

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## OREGON SURVIVORS SHARE WHAT HELPED THEM COPE

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*Woodburn Police Captain Tom Tennant was killed when a bomb detonated at a bank in December 2008. The bomb also killed Oregon State Police Senior Trooper Bill Hakim and injured Woodburn Police Chief Scott Russell.*

"I found that being around family and friends laughing helped me not focus on my loss."

Rebecca Tennant, Daughter

"Spending time with my family and professional counseling. I also know that being able to go back to Washington DC during the Police Memorial Week also helped."

Craig Halupowski, Co-Worker

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*Tualatin Valley Fire & Rescue Firefighter Randi Lynn Dean died of cancer. In 2007, a regular check-up revealed a hard lymph node in her neck which was soon after determined to be metastatic cancer. She received treatment but the following February, a brain tumor was found and Firefighter Dean underwent brain surgery. Despite subsequent treatments, Randi Lynn Dean died in September of 2008.*

"Having been the 'point person' for Randi - disseminating/distributing information on a regular basis, and coordinating any needs of the individual, family, and/or Fire District - is exactly what got me through the loss of Randi in the end."

Battalion Chief Al Kennedy, Co-Worker

"What was most helpful were the people who fed me - physically with food (both bringing it and making me eat it), emotionally with support, and spiritually with love. I couldn't feed myself in any of those ways, so the people who stepped up without being asked to are the people who helped me cope. In the immediate aftermath, for me it was about survival. I remember telling my mom that, 'I don't want to do this' - meaning grief, life, living - and her saying to me, 'I know. But you have to'."

Krista Hornish, Spouse



# APPENDIX

# **GRAB & GO**

***ACTION CHECK***

***LISTS***

# NOTIFICATIONS

***With today's social medial availability, notifications must be made with the highest sense of urgency.***

- Assign a 2 person team to notify the employee's immediate family, *in person, in time, in plain language and with compassion*, before releasing information to any other entity. The employee may have completed a notification form with an order of notification. Refer to Appendix – **"In Person, In Time"** Notifications for more detail.
- If the media is on scene upon notification, ask that the name of the deceased or injured officer be withheld until your agency can confirm that all immediate family members have been properly notified.
- Notify all on and off duty personnel, including chaplain(s) and volunteers.
- Notify elected officials and other key people in the community of the situation.
- Notify surrounding chiefs/sheriffs in the jurisdiction.
- Notify the hospital that the family is enroute to the hospital.
- If other immediate survivors live out of the area, request for personal notification be made by the appropriate jurisdiction.

# COMMAND STAFF

- Ensure the immediate family is *notified in pairs, in time, in plain language, and with compassion*. Check to see if the member has an updated emergency contact form, advising who they want notified and in what order.
  
- Using the Incident Command System (ICS), select and appoint, after explicit consideration:
  - Family Liaison(s)
  - Hospital Liaison
  - Liaison Coordinator
  - Logistics Coordinator
  - Public Information Officer – *Should already be trained in this arena*
  - Benefits Coordinator
  
- Meet with the family.
  
- Contact the Oregon Association of Chiefs of Police (OACP) or the Oregon State Sheriff's Association (OSSA) as needed for assistance.
  
- Prepare a summary of the facts about the public safety officer and the incident to use for public release of information. Prepare a written statement for the Public Information Officer (PIO) or agency representative.
  
- If a Companion Officer was on scene, check on the status of that person's emotional well-being.
  
- Contact the agency or jurisdictional attorney regarding possible legal issues.
  
- Prepare for the funeral, considering the following:
  - Family wishes are of the utmost importance.
  - Location, capacity, outside assistance, cost, etc.
  
- If this is a catastrophic injury/illness:
  - Prepare for long term staffing (Hospital Liaison, Family Liaison, PIO, etc.) and subsequent rotation of personnel and/or responsibilities.
  
- Consider
  - Psychological assistance for staff.
  - Logistics – Ask for assistance from local businesses and outside jurisdictions
  - Long term agency support.
  - Long term family support, but empower the family to begin to move forward without their loved one

# LIAISON COORDINATOR

- With Command Staff, determine which 'liaison' positions will be necessary, using staff experience and relevant skill sets.
- Work hand in hand with the Logistics Coordinator.
- Establish a Command Center for your liaison(s), if necessary.
- Work closely with the Family, Hospital and Logistics Coordinator(s), and the PIO.
- Coordinate the responsibilities to be handled by your liaison team.
- Keep an eye on your liaisons – Are they becoming overly invested, over worked?
- Prepare to rotate liaison position(s), if necessary.
- Assist with the funeral/memorial service. Delegate responsibilities. **Does the situation deem a Funeral Coordinator?**
- Ensure a memorial flag(s) is obtained and ready for the service.
- Ensure post-memorial issues are handled:
  - Benefits
  - Mental Health availability for employees in need
  - Awards ceremonies, annual memorials, etc.

# FAMILY LIAISON(S)

- Prepare for a long term assignment.
- Remain focused.
- Ask for help when you need it.
- Communicate clearly and effectively with other liaisons and the family.
- Remain in contact with the involved entities, such as the hospital, the funeral home, the Benefits Coordinators, etc.
- Make the family aware of what the agency can offer for funeral arrangements. Confirm this information before any involved discussions with the family. Do not promise what you cannot deliver.
- Assist the family with transportation, to/from:
  - Hospital
  - Funeral Home
  - Temporary lodging
- Assist the family with communications:
  - Media, via the PIO
  - Hospital Liaison, Logistics Coordinator and Benefits Coordinator
- Assist family with their own logistics:
  - Food (donations?)
  - Child care
  - Correspondence (mail, email, voicemail, etc.)
- Provide the family resources
  - Mental health assistance (if not already in place). Suggest the Employee Assistance Program (EAP), if your agency participates in one.
- If a LODD, notify the OR Chapter of C.O.P.S. at 503.465.8082.
- Ensure family's privacy needs are met.
- Assist the family with the set-up of a bank account for donations.
- Arrange routine security checks of the affected family's home, if necessary
- Remain available for the family.
- Anticipate and plan for:
  - Trigger dates (anniversaries, birthdays, etc.)
  - Difficulties with the trial
  - Memorials, award ceremonies, etc.
- Take care of your own mental health. Assign co-workers and/or family/friends who can remain objective to keep you on track.

# HOSPITAL LIAISON

- Meet the family at the hospital. If your initial contact with the family is prior to arriving at the hospital, try to discourage the family members from driving themselves.
- Find an appropriate location for the family to meet. Hospitals have space set aside for these situations.
- Find an appropriate location for co-workers and friends to gather as well. Try to keep these two areas somewhat separate, allowing the family some quiet and privacy.
- Work closely with the **Family Liaison, Logistics Coordinator** and the **Public Information Officer**.
- If this is a line of duty situation, provide hospital admitting staff with the agency address and phone numbers. All billing correspondence should be sent to the agency, not the member's home.
- Prior to any media releases, ensure the family has received the most recent update(s).
- Ensure family, co-workers, etc. are aware of the hospital policies regarding visiting hours, gifts, etc.
- Be prepared to explain to the family why an autopsy may be required.
- If it is possible for the family to visit the employee prior to the death, allow them. It is their right. If the injuries are overwhelming, diplomatically inform the family of this.
- Do not make any promises to the family.

# LOGISTICS COORDINATOR

- Remain in contact with Command Staff – Determine what your agency can provide and what they cannot.
- Work closely with the Family Liaison, the Liaison Coordinator and the Public Information Officer.
- Utilize the Incident Command System (ICS).
- Identify are hotels/motels that are willing to offer group discounts rates. Rooms needed may include family and personnel from outside jurisdictions.
- Arrange transportation for persons arriving at local airports, bus terminals and train stations.
- Work with outside agencies to prepare and implement the funeral/memorial. The agencies may include outside jurisdictions, ODOT, Honor Guard Teams, etc.
- Prepare for traffic control plans, parking and respective contingencies.
- Develop seating diagrams for the service.
- Consider parking ingress/egress. Where will the hearse park?
- Assist with the set-up of sound/video system at the service.
- Will a podium be needed at the service?
- Where will flowers, mementos, programs, etc. be set up at the service?
- Gain assistance from cadets or explorers for parking, seating, etc.
- Coordinate on-air retirement of the unit number with Communications.



# PUBLIC INFORMATION OFFICER

- Gather the pertinent information accurately and expeditiously
  - Type of incident (criminal vs non)
  - Location (highly visible vs remote)
  - Day of week / Time of day
  - Public interest or controversy
  - Available media resources
  - Effective media management strategy to consistently provide accurate, timely and thorough information.
  
- Work closely with the Family Liaison, Hospital Liaison, Liaison Coordinator and the Logistics Coordinator. If a Companion Officer was utilized, he/she may have information relevant to the investigation.
  
- Consider a staging location near the department, specifically for the media. An impromptu memorial may be set up by community members, co-workers, etc. Anticipate a good location, if possible.
  
- If the affected member has a social network site (Facebook, Twitter, etc.), see if the privacy settings can be set to prevent access to photographs, etc.
  
- Prepare for the 5 stages of Media Coverage – Refer to the guide for full details
  1. The “Breaking News” stage – Media will want to know what happened. **DO NOT** release the name of the agency member until all immediate family members have been advised of the situation.
  
  2. Focus on the victim officer, family and department response (usually within the first two days of the incident).
  
  3. Focus on involved agency and the impact.
  
  4. Memorial service
  
  5. Post Incident / Memorial Service
  
- If press releases are held at the hospital, work with hospital staff to secure an efficient location to do so.

# PEER SUPPORT COORDINATOR

- Questions to consider: Is this incident too close for your staff/team? Will your staff be able to objectively support your agency employees?
- Develop an immediate plan for a defusing(s), if necessary.
- Based on observations made during defusings and other staff observations, is a Critical Incident Stress Debriefing(s) necessary?
- Gather location options for debriefings, considering the following:
  - Off site location
  - Privacy
  - Windowless room(s) if possible
  - Cost
- Using a 'bulls eye' format, determine what group should first be debriefed, the second group, third, etc. Do not forget those who were not on scene, city/county council members, etc. Work with the Logistics Coordinator and Command Staff regarding scheduling.
- Ask for assistance from outside teams.
- Keep an eye on your team members – Are they over invested?
- Debrief the debriefers.
- Provide resources for staff, families / survivors.
- Is your staff trained to conduct Spouse/Significant Others?
- Prepare for the unexpected.
- Provide team members, wearing some form of identification (team shirts, ID cards, etc.) to attend the funeral/memorial. Encourage team members to only assist others when asked, engage in general conversations, and observe. Do not overwhelm affected co-workers with unwanted peer support.

# BENEFITS COORDINATOR

## IN THE FIRST 24 HOURS

- Determine state and/or local autopsy requirements for line-of-duty deaths, including deaths from heart attacks and strokes that occur within 24 hours after responding to an emergency incident. Verify who is responsible for the cost. Discuss the need for autopsy with family survivors.
- Request assistance, if needed, from a Trauma Team.
- Inform Family Liaison of the following:
  - Any local funeral homes or cemeteries that offer free or reduced-cost services for line-of-duty deaths.
- If the public safety officer was a veteran, and the survivors desire a military service, assist survivors in notifying the Dep of Veterans' Affairs. This should be completed no less than 48 hours prior to the funeral.

## IN THE FIRST 48 HOURS

- Contact the Dept of Justice at 1-888-744-6513 to initiate the filing process for Public Safety Officers' Benefits.
- Complete the M-3 Notice of Death or Permanent Total Disability form available online through DPSST. ORS 243-974 requires notification be made within three working days from the date of death or becoming aware of the permanent total disability.
- Allow survivors, if desired, to name a trusted family member or friend as a contact person for benefits-related matters.
- Complete the M-1 Application for Benefits through the Dept of Public Safety Standards and Training for lump sum death benefit, mortgage payments, and health/dental benefits, and educational scholarship.

### Inform the Family Liaison:

- Contact the agency's life insurance organization to begin process of filing for benefits.
- Arrange for a minimum of 20 certified copies of the public safety officer's death certificate. The Benefits Coordinator may be able to arrange this with the Medical Examiner, depending upon jurisdiction.

- Establish a donation fund for the survivors, ensuring it is established according to state and federal tax laws. Consult with financial/legal specialists, if needed. Deposit any cash donations into this fund.

#### **WITHIN THE FIRST WEEK**

- Meet with family survivors to discuss benefits overview. Provide survivor a written version of the information presented. Complete approx. 72 hours post-incident.
- Begin the claims process for Workers' Compensation.
- Initiate filing process for other agency-related benefits.

#### **WITHIN A WEEK FOLLOWING THE FUNERAL**

- Meet with survivors to discuss benefits in greater detail with survivors.
- Assist survivors in notifying the Social Security Administration to apply for monthly survivor benefits and/or healthcare.
- Assist survivors in notifying other organizations through which they may have insurance policies, including credit cards, credit unions, mortgage company.
- Assist survivors in obtaining a minimum of 12 certified copies of marriage certificate and birth certificate of each dependent. Where applicable, adoption and divorce decree copies may be necessary.
- If the public safety officer was a veteran, assist survivors in locating the DD-214 (military discharge papers). Assist survivors in notifying the Veteran's Affairs and OR National Guard, if applicable.
- Assist survivors in locating social security numbers for each survivor who may be eligible for benefits.
- For public safety officers with secondary employment (volunteer firefighters, reserves, etc.) assist survivor in contacting employers to discuss benefits.

#### **Quarterly Follow up**

- Ensure benefit applications are completed and submitted in a timely manner.

# SAMPLE ICS FLOW CHART

*Based on the Disciplines determined within this guide*

