



Wisconsin EMS Honor Guard Association Administrative and Operational Manual



Wisconsin EMS Honor Guard Association Policies



OUR STORY — Born from Sacrifice, Built on Honor.

In the heart of Wisconsin, a tragedy struck that would alter the landscape of Emergency Medical Services forever. When a dedicated paramedic lost his life near the end of 2002, the grieving community was left with not only sorrow but a profound sense of absence. Despite the valiant efforts and ultimate sacrifice of this brave individual, there was no formal recognition, no unified ceremonial presence, and no representation of the EMS profession within his own state during this significant loss.

Families were left to navigate their grief without the honor, dignity, and ceremonial respect their loved ones had rightfully earned.

FROM THAT MOMENT OF LOSS, a resolve was forged.

A small but determined group of EMS professionals came together—bound by duty, respect, and an unshakable belief:

No EMS provider should ever be laid to rest without honor.

They recognized a critical gap within their profession—the absence of an EMS Honor Guard—and committed themselves to ensuring that no family would again stand alone without the solemn tribute their loved one deserved.

**This vision was not born of convenience.
*It was born of love, respect, and duty.***

WHAT BEGAN AS A HANDFUL OF COMMITTED INDIVIDUALS—quickly became a movement.

Their message spread across Wisconsin—unit by unit, service by service—reaching those who shared the same conviction. Numbers grew. Strength grew. Purpose sharpened. They stood united by a single principle:

Every EMS professional deserves representation, honor, and dignity in death as they gave in life.

THEY ENVISIONED MORE THAN A TEAM—they envisioned a statewide association.

An Association capable of delivering professional, precise, and dignified ceremonial honors at funerals and memorials. A presence that would ensure no fallen provider would fade into silence or be forgotten.

Despite early obstacles—limited funding, logistical challenges, and skepticism—their commitment never wavered. If anything, it hardened.

SINCE 2004, that commitment has endured.

Meeting by meeting, challenge by challenge, they built something lasting. Protocols were developed. Traditions were refined. Training standards were established. Each step forward carried the weight of those who came before.

And with every obstacle, they pressed on—driven by memory, guided by purpose.

As the mission grew, so did the brotherhood and sisterhood behind it.

Small groups across the state joined the cause, bringing skill, dedication, and shared purpose. Together, they formed the foundation of what would become a unified, disciplined, and respected Honor Guard.

***They trained.
They stood watch.
They honored.***

Wisconsin EMS Honor Guard Association Policies



THEN CAME A DEFINING MOMENT, the first official EMS Honor Guard ceremony.

Families gathered. Fellow responders stood in silence. Flags moved with purpose. Commands echoed with precision.

It was more than a ceremony—it was a promise fulfilled.

THE PRESENCE OF THE HONOR GUARD was unmistakable:

A formation of dignity.

A symbol of unity.

A living tribute to sacrifice.

For families, it brought long-awaited recognition.

For responders, it brought reassurance.

For the profession, it brought identity.

YEAR AFTER YEAR, the association has continued to grow.

Training programs expanded.

Partnerships strengthened.

Standards elevated.

What was once an idea born in grief has become a structured, disciplined Association—serving communities across Wisconsin with unwavering professionalism.

Through every challenge, one truth remains:

They have built a legacy.

From a single moment of tragedy to a statewide force of honor and remembrance, their journey stands as proof of what can be achieved when purpose meets action.

TODAY, the Wisconsin EMS Honor Guard Association ensures:

No provider is forgotten.

No family stands alone.

No sacrifice goes unrecognized.

What began in sorrow now stands as strength.

What began as a loss now lives as a legacy.

THE STORY continues.

Craig Nelson, Paramedic
Commander of the Guard



Contents

Bylaws.....	(Separate Document)
Policy 1 - Drill and Ceremonial	(Separate Document)
Policy 2 - Uniform and Grooming Standards.....	6
Policy 3 - Leadership, Governance, Membership Eligibility, and Structure	15
Policy 4 - District Boundaries and District Map.....	22
Policy 5 - District Director	23
Policy 5.1 - District Director Action Plan	30
Policy 6 - District Executive Officer	43
Policy 7 - District Training Officer	48
Policy 7.1 - District Training Officer Action Plan / First Six Sessions	54
Policy 8 - Centralized Financial Control and Compliance	63
Policy 8.1 - Approved Equipment and Suppliers	72
Policy 9 - Meetings, Drills, and Events.....	79
Policy 10 - Funeral Service Levels and Details	82
Policy 11 - Line of Duty Death (LODD) and Serious Injury Planning	85
Policy 12 - U.S. Flag Etiquette and Veteran Honors.....	93
Policy 13 - Folding the American Flag and Appropriate Size Flag	94
Policy 14 - EMS Directors Comprehensive Funeral Guidelines	(Separate Document)
Policy 15 - Critical First Actions LODD Checklist	95
Policy 16 - Chaplaincy Manual	101
Policy 17 - Pipe and Drum Corps	107
Policy 18 - Risk Management and Safety	110
Policy 19 - Whistleblower and Fraud Reporting	123
Policy 20 - Conflict of Interest	124
Policy 21 - Non-Discrimination, Equal Opportunity, and Professional Conduct	126
Policy 22 - Charitable Giving, Sponsorship, and Fundraising Program	131
Policy 23 - Legacy Giving Program	144
Policy 24 - Branding, Trademark, Logo, and Public Communications Policy	146



GENERAL DEFINITIONS

Association: The Wisconsin EMS Honor Guard Association, Inc. (WIEMSHG), including its authorized officers, boards, districts, members, appointees, and volunteers acting within approved Association authority.

District: A geographic and operational division of the Association used for recruiting, training, equipment placement, ceremonial response, and member coordination. A district is not a separate legal entity or autonomous chapter.

Executive Board: The State Commander, Executive Officer, and Adjutant Officer, each with one vote, exercising authority as provided by the Bylaws and policies.

State Board: The Executive Board members, State Training Officer, State Chaplain, Member Services Officer, District Directors, and other voting members authorized by the Bylaws.

Active Member: A member in good standing who has completed required onboarding, training, evaluation, uniform, participation, and readiness standards and is authorized to participate in official functions.

Probationary Member: A newly accepted member who is completing onboarding, training, uniform requirements, and skills evaluation before full active participation.

LODD: A line-of-duty death recognized under Association funeral and LODD guidelines and applicable agency or governmental determinations.

Non-LODD: A death not classified as a line-of-duty death, including active member or retired member deaths, for which modified honors may be available according to policy and resources.

Approved Event: A training, meeting, ceremony, deployment, funeral, fundraising activity, equipment movement, public appearance, or other activity authorized by the proper Association chain of command.

Association Property: Uniforms, insignia, badges, flags, rifles, sabers, equipment, records, documents, logos, digital accounts, donor records, funds, and any other item or asset owned, issued, controlled, or entrusted to WIEMSHG.



POLICY 2 - Uniform and Grooming Standards

1. PURPOSE

This policy establishes standardized requirements for all authorized uniforms of the Wisconsin EMS Honor Guard (WIEMSHG). Its purpose is to:

- a. Ensure a consistent, professional appearance statewide
- b. Define authorized uniform components and wear
- c. Provide guidance for proper grooming and presentation

Items or practices not specifically authorized in this policy are prohibited.

2. AUTHORIZATION

- a. Only members in **good standing** and **authorized by the State Commander or designee** may wear WIEMSHG uniforms.
- b. Uniforms shall only be worn during **official duties, ceremonies, or approved events**.
- c. Unauthorized or casual public wear of the uniform is prohibited.

3. GENERAL APPEARANCE STANDARDS

All members shall:

Uniform Compliance

- a. All members shall wear the **approved Honor Guard uniform** in strict accordance with Association standards. Keep uniforms **clean, pressed, and serviceable**.
- b. Class A Uniform standards are below.
- c. Uniformity in appearance is essential to maintaining the dignity, discipline, and visual integrity of ceremonial operations.
- d. Ensure proper fit (not oversized or excessively tight)
- e. Present a **professional, respectful appearance** at all times
- f. Remain properly uniformed during ceremonies and events

Prohibition of Unauthorized Items

- a. No items may be worn that deviate from the prescribed uniform standard, including unauthorized headwear, facial coverings, or adornments, unless approved through the Association accommodation or command-approval process.

Requests for religious, cultural, medical, or disability-related accommodations shall be reviewed by the State Commander or designee. Approved accommodations must preserve safety, dignity, and ceremonial uniformity to the greatest extent practicable.

Rationale

- a. The Honor Guard functions as a **ceremonial unit requiring strict uniformity**.
- b. Consistency in appearance is necessary to:
 - o Maintain a professional and disciplined image
 - o Ensure visual uniformity during public ceremonies

Honor the traditions and expectations of ceremonial service.

4. GROOMING STANDARDS

All members shall maintain a neat, professional appearance at all times while representing the Honor Guard.

Hair

- a. Hair shall be **clean, neatly groomed, and conservative in appearance**.
Hair length and style shall not interfere with the proper wear of the authorized cover.



POLICY 2 - Uniform and Grooming Standards

Facial Hair

- a. Facial hair must be **neatly trimmed and conservative**.

Cosmetics and Accessories

- a. Fragrances should be minimal or avoided
- b. Jewelry must be conservative and not pose safety risks
- c. Cosmetics, jewelry, and accessories shall be **minimal and not detract from uniformity**, and shall not create a safety issue while using standard Honor Guard equipment.
- d. No visible items that disrupt a consistent appearance are permitted.
- e. Facial piercings are prohibited during uniformed events
- f. Tattoos shall be covered while in uniform

5. Compliance and Enforcement

- Failure to comply with eligibility, uniform, or grooming standards may result in:
 - Denial of membership
 - Suspension from duties
 - Removal from the Honor Guard

The Association reserves the right to determine compliance and make final decisions regarding membership eligibility and appearance standards.

6. Responsibilities

- a. **Command Staff:** Ensure training and compliance with this policy
- b. **Members:** Maintain and properly wear issued uniforms
- c. **District Directors:** Oversee replacement of unserviceable items

7. Statement of Authority

The Wisconsin EMS Honor Guard Association reserves the right to establish and enforce all membership standards necessary to preserve the integrity, safety, discipline, and mission of the Association.

Wisconsin EMS Honor Guard Association Policies



POLICY 2 - Uniform and Grooming Standards

CLASS “A” UNIFORM

The Class “A” uniform is the **primary ceremonial uniform**.

A. Headgear (Cap/Cover)

- White cover with black visor and blue/gold chin strap
- State-issued cap device required
- Worn squarely, approximately 1½ inches above the eyebrows
- No ear muffs, head bands, or other headwear is permitted.

Special Conditions:

- Removed indoors except for Honor Guard/Color Guard
- Chin strap used only during wind or operational necessity

B. Dress Shirt

- White, long-sleeve uniform shirt with plain epaulets and badge.
- Clean, pressed, and tucked in at all times. Plain white undershirt only.

Insignia & Placement:

- Shoulder patches: 1 inch below the shoulder seam
- Gold caduceus on collars (Caduceus tip aligned with collar tip)
- Name tag: ¼ inch above right pocket
- Badge patch on the left chest.

Restrictions:

- No unauthorized pins, patches, or items allowed, no exceptions.
- Pockets must remain flat (no bulging)

C. Tie / Ascot (See instructions at the end of this policy)

- Dark navy tie (clip-on or traditional) (members over 6 feet tall should order a long tie)
- Gold ascot authorized for: Line-of-Duty Death (LODD) funerals, Commander-directed events.

D. Class “A” Dress Jacket

- Navy blue, double-breasted, six-button jacket with gold buttons with Star of Life
- WIEMSHG member Shoulder patches (1 inch below seam)
- Collar: gold (medical caduceus points towards the point of the collar, ½” from the point)
- Name tag on designated tabs, badge is sewn on by uniform supplier.

E. Shoulder Cord (see diagram/instructions last page)

- Royal blue with yellow piping
- Worn on left shoulder
- Secured under the epaulet to the button with the loop provided
- Positioned under the left arm with citation drop outside the arm over patch

F. Epaulets/Shoulder Boards and Sleeve Stripes:

- Sleeve stripe:
 - ¾” royal blue center, yellow piping on both sides, rank-specific.

Wisconsin EMS Honor Guard Association Policies



Title	Shoulder Bds Jacket	Epaulets/design	Collar Insignia	Sleeve Stripes
District Members	none	none	Gold caduceus	One stripe
District Training Officer		One silver star & two silver stripes	Gold caduceus	Two stripes
District Executive Officer		One silver star and 2 silver stripes	Gold caduceus	Two stripes
District Director		One Gold star & two gold stripes	Gold caduceus	Two Stripes
Member Services Officer		One gold star and two gold stripes	Gold caduceus	Two stripes
State Training Officer		One gold star and three gold stripes	Gold caduceus	Three stripes
Adjutant Officer		One gold star and three gold stripes	Gold caduceus	Three stripes
Executive Officer		Four gold Stripes and one gold star	Two Gold Stars line	Four Stripes
State Commander		Five gold stripes and one gold star.	Five Gold Stars circle	Five stripes
Chaplain	 	Silver Cross for District Gold Cross for State chap.	Silver cross Gold cross	Two stripes

G. Trousers

- Dark navy dress slacks
- Custom 1" royal blue stripe piped by 1/8" yellow piping,
- Black basketweave leather belt, no suspenders
- Military creases required

H. Footwear

- Black, high-gloss dress shoes (military/parade style)
- Black socks only

I. Accessories

- **White gloves (required for ceremonies and flag handling)**
- **Badge:** Attached to shirt and Jacket when purchased
- **Name Tag:** State-issued, worn on jacket or shirt
- **National EMS Honor Guard Oak Memorial Pin:** Gold oak leaf authorized (if applicable) on the right collar of the jacket by members who have served on the National EMS Memorial HG.

Prohibited: Any unauthorized pins, decorations, or modifications. No exceptions.



POLICY 2 - Uniform and Grooming Standards

CLASS “B” UNIFORM

Worn in **high heat or as directed by command.**

Components:

- White uniform shirt w/attached badge
- Navy tie or ascot
- Navy trousers with stripe
- Black belt and shoes
- White cap with device
- Name tag and sewn-on badge
- White gloves

Authorized Use:

- Non-LODD EMS funerals
- LODD Fire/Law Enforcement funerals (when requested)
- Ceremonial duties in extreme heat
- Color Guard at formal events

CLASS “C” UNIFORM (CASUAL DUTY)

Components:

- Red WIEMSHG polo
- Khaki slacks
- Black belt and footwear
- Optional navy WIEMSHG cap

Authorized Use:

- Conferences
- Travel
- Advance team operations
- Meetings where a dress uniform is impractical

CLASS “D” UNIFORM (WORK DETAILS / TRAINING)

Components:

- Red WIEMSHG t-shirt
- Standard duty pants

Authorized Use:

- Training/Drill/Practice
- Work details at events
- As directed by command

9. OUTERWEAR (ALL-WEATHER COAT)

- Dark Navy trench coat, double-breasted
- May be worn with Class A or B uniforms
- Liner optional

Wear Standards:

- Worn buttoned (except collar as directed)
- Only pin-on insignia on epaulets



POLICY 2 - Uniform and Grooming Standards

10. UNIFORM CARE AND CONTROL

- All issued items remain the property of WIEMSHG (unless specified)
 - Members are responsible for proper care and maintenance
 - Damaged or unserviceable items must be reported
-

11. RESTRICTIONS

- Uniforms shall not be altered outside the policy
 - WIEMSHG patch and badge are copyright-protected and may not be used without authorization
 - Members not in good standing are prohibited from wearing the uniform
-



WISCONSIN EMS HONOR GUARD SHOULDER CORD INSTRUCTIONS

OVERVIEW – CORRECT WEAR

LEFT SIDE VIEW

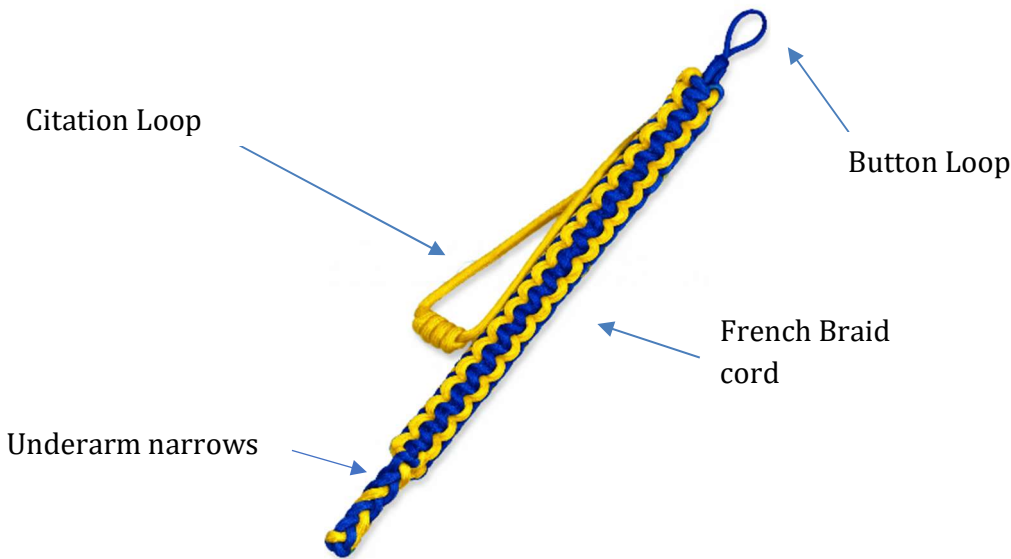


CORD IS WORN ON THE LEFT SHOULDER.
CITATION LOOP (SINGLE YELLOW CORD)
WORN ON THE OUTSIDE OF THE ARM.
BOTH ENDS ATTACH AT THE TOP, UNDER THE EPAULETT.

BACK VIEW



CORD LAYS FLAT UNDER THE EPAULETT,
UNDER THE ARM AND ACROSS THE BACK.
CITATION LOOP REMAINS ON THE OUTSIDE OF THE ARM.
BOTH ENDS ATTACH AT THE TOP, UNDER THE EPAULETT.





WISCONSIN EMS HONOR GUARD ASSOCIATION MILITARY ASCOT POLICY & WEARING GUIDE

CLASS A UNIFORM – YELLOW MILITARY ASCOT (VELCRO ATTACHMENT)



POLICY

- The ascot is worn in place of the dark navy tie for Line of Duty Death funerals only. It may also be worn for a federal dignitary visit if the commander states to do so. Otherwise all other events use the dark navy tie per policy.
- The yellow military ascot is worn with the Class A uniform as a symbol of professionalism, unity, and respect.
- The ascot is secured using the Velcro attachment at the back of the neck.
- It will be clean, pressed, and properly fitted at all times.
- When not in use, the ascot will be stored flat or rolled to maintain its shape.



HOW TO PUT ON YOUR ASCOT



Hold the top band of the ascot in your two hands and roll it down towards you to create a soft roll.



Place the rolled ascot around your neck with the Velcro strip on the left side.



Bring the left side across and secure it firmly to the Velcro strip at the back of your neck.



Adjust the front so the ascot sits centered and puffed, with an even and professional appearance.



Ensure the ascot covers the top button and sits smoothly and evenly under the collar points.



Final Check: The ascot should be puffy, symmetrical, and visible above the shirt collar.

PROPER WEAR EXAMPLE



FRONT VIEW



SIDE VIEW



REAR VIEW

KEY POINTS

- ✓ Always secure the Velcro tightly at the back.
- ✓ Ascot must be clean, pressed, and free of wrinkles.
- ✓ Ascot should have a full, puffy appearance not flat against the neck.
- ✓ The ascot is worn with the Class A jacket and white dress shirt only.
- ✓ Remove the ascot before informal events or when the Class A uniform is not worn.

CARE INSTRUCTIONS

- Hand wash or dry clean only.
- Do not bleach.
- Hang or lay flat to dry.
- Press on low heat if needed.

Honor • Service • Respect



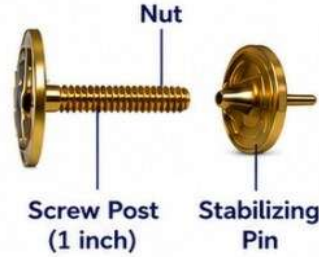
Wisconsin EMS Honor Guard Association White EMS Cap/Cover Emblem (Cap Device) Installation Guide



EMBLEM PARTS



Front of
Emblem



Screw Post
(1 inch)

Nut
Stabilizing
Pin

ATTACHING THE EMBLEM

1

Locate the
grommet
on the front of
your cap.



2

Insert the screw
post through
the grommet
from the front
of the cap.



3

From the inside
of the cap,
thread the nut
onto the screw
post and tighten
securely.



4

Push the pin
(behind the
screw post)
into the black
fabric. The pin
will not go all
the way through.



✓ **NOTE:** The pin is designed only to keep the emblem from spinning. It will not go all the way through to attach the clutch.

CLEANING AND STORAGE

CLEANING:



The cap is vinyl; use detergent with hot water to wipe off any dark marks.

DO NOT use anything to try to cover spots, as they will appear worse.



STORAGE:

Keep the cap in a clear plastic bag.



Store the bag inside a cap carrier to keep it from getting smashed.



See Amazon if you wish to buy a cap carrier to keep it from getting smashed.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

The Wisconsin Emergency Medical Services Honor Guard Association, Inc. ("the Association") is a nonprofit corporation organized under Section 501(c)(3) of the Internal Revenue Code and the laws of the State of Wisconsin.

This policy establishes the Association's leadership structure, officer responsibilities, membership eligibility standards, membership status requirements, discipline procedures, and expectations for maintaining a professional, trained, and operationally ready EMS Honor Guard force statewide.

The Association exists to represent Emergency Medical Services personnel in a professional and dignified manner, provide ceremonial support to EMS agencies, families, and communities, assist with honors related to line-of-duty deaths and funerals, and promote training, professionalism, and statewide coordination of EMS Honor Guard activities.

2. Governance and Leadership Structure

2.1 Executive Board

The Executive Board shall consist of:

- State Commander
- Executive Officer
- Adjutant Officer

Each Executive Board member shall have one vote. The Executive Board maintains operational authority over the Association and is responsible for managing Association affairs, property, operations, financial oversight, policy enforcement, strategic direction, and compliance with the Bylaws.

2.2 State Board

The State Board shall consist of:

- Executive Board members
- State Training Officer
- State Chaplain
- Member Services Officer
- District Directors

Each State Board member shall have one vote unless otherwise provided in the Bylaws. The State Board provides statewide representation, receives reports from the Executive Board, and votes on matters requiring State Board approval, including policy changes, bylaw amendments, district restructuring, officer confirmations, removals, and other matters assigned by the Bylaws.

3. District Authority and Non-Autonomy Standard

Districts are geographic and operational divisions of the Association. They are not separate legal entities, autonomous chapters, independent nonprofits, or separate charitable Associations.

District officers and district-level appointees represent the Wisconsin EMS Honor Guard Association and may act only within authority delegated by the Bylaws, Association policies, the Executive Board, the State Board, the State Commander, or other approved state leadership directives.

Districts may not create separate bylaws, rules, policies, procedures, financial systems, branding, donation programs, contracts, fundraising accounts, legal status, or nonprofit status. Any fundraising or donation activity must be conducted in the Association's legal name, under the Association's authority, and through the Association's centralized financial system.

District-level schedules, rosters, assignments, communications, and operational decisions are administrative only and remain subordinate to the Bylaws, Association policies, State Board direction, Executive Board oversight, and State Commander authority.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

4. Duties of Officers

4.1 State Commander

The State Commander serves as the chief executive officer of the Association and shall:

- Preside over Executive Board and State Board meetings.
- Provide overall leadership, direction, and operational oversight.
- Execute contracts and official documents on behalf of the Association.
- Appoint committees and committee members.
- Serve as the official spokesperson for the Association.
- Ensure districts operate in compliance with Association standards.
- Fill vacancies in accordance with the Bylaws and required approvals.
- Perform additional duties required by the office, Bylaws, or Executive Board.

4.2 Executive Officer

The Executive Officer is second in command, reports to the State Commander, and serves as a voting member of both the Executive Board and State Board.

The Executive Officer shall:

- Act in the absence or incapacity of the State Commander.
- Assist with statewide operations and coordination.
- Serve as the primary liaison for corporate sponsors and partner Associations.
- Maintain relationships with EMS associations, memorial boards, and state or national EMS Associations.
- Monitor district activity, recruitment, and membership levels.
- Support District Directors with training, scheduling, development, and best practices.
- Perform additional duties assigned by the State Commander.

4.3 Adjutant Officer

The Adjutant Officer serves as the Association's non-operational administrative command officer and is a voting member of both the Executive Board and State Board.

The Adjutant Officer shall:

- Maintain accurate records of Executive Board, State Board, and Association meetings.
- Maintain official records, including Bylaws, amendments, minutes, policies, reports, rosters, and required records.
- Maintain record retention in accordance with Association policy and applicable law.
- Receive, manage, deposit, and document Association funds.
- Provide financial reports at least quarterly.
- Maintain financial accountability, transparency, and access to authorized financial accounts.
- Make records available for inspection in accordance with policy.
- Perform the combined responsibilities of secretary and treasurer.
- Wear the Class A uniform insignia of one star and three stripes.

4.4 State Training Officer

The State Training Officer reports to the State Commander and serves as a voting State Board member.

The State Training Officer shall:

- Maintain statewide training standards, curriculum, manuals, protocols, and performance expectations.
- Coordinate training consistency among districts.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

- Support District Training Officers.
- Plan and conduct statewide training events, academies, camps, and ceremonial instruction.
- Ensure members meet operational, ceremonial, safety, uniform, and professionalism standards.
- Maintain training records and readiness documentation.
- Coordinate with the Member Services Officer on equipment, uniform, and presentation standards.
- Oversee consistency in commands, movements, formations, funeral honors, and operational practices.
- Support statewide activations, memorial ceremonies, and major Association events.
- Recommend updates to training policies and procedures.
- Perform additional duties assigned by the State Commander, Executive Officer, or Executive Board.

4.5 State Chaplain

The State Chaplain provides statewide chaplain leadership and support.

The State Chaplain shall:

- Support and coordinate District Chaplains.
- Provide emotional, spiritual, and peer support during line-of-duty deaths, funerals, memorials, critical incidents, and Association events.
- Assist with family support and ceremonial operations when requested.
- Help develop chaplain guidelines, protocols, and support resources.
- Promote professionalism, compassion, dignity, confidentiality, and respect for diverse religious and personal beliefs.
- Support member wellness, morale, and resilience.
- Perform additional duties assigned by the State Commander or Executive Board.

4.6 Member Services Officer

The Member Services Officer reports to the State Commander and serves as a voting State Board member, but is not a member of the Executive Board.

The Member Services Officer shall:

- Oversee Association uniform standards.
- Assist with updates to uniform, grooming, and equipment policies.
- Oversee equipment standards and statewide equipment consistency.
- Conduct or coordinate uniform inspections.
- Document compliance concerns.
- Work with district leadership to correct uniform, grooming, and equipment deficiencies.
- Provide guidance on uniform readiness, equipment readiness, and inspection expectations.
- Wear the Class A jacket with one star and two stripes on the epaulets.
- Perform additional duties assigned by the State Commander or State Board.

4.7 District Director

The District Director reports to the State Commander, or to the Executive Officer in the Commander's absence, and serves as a voting State Board member.

The District Director shall:

- Lead and administer the district.
- Represent the district on the State Board.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

- Maintain district membership records and operational readiness.
- Ensure compliance with Association policies and standards.
- Coordinate district events, ceremonies, deployments, and training.
- Maintain inventory and accountability of district equipment.
- Prepare and submit required district operational and financial reports.
- Appoint district officers in accordance with policy and Bylaws.
- Serve as the primary point of contact between the district and state leadership.

4.8 District Executive Officer

The District Executive Officer shall:

- Assist the District Director with administration and operations.
- Support recruitment and retention.
- Assist with equipment tracking and logistics.
- Ensure district compliance with Association policies.
- Perform duties assigned by the District Director.

4.9 District Training Officer

The District Training Officer shall:

- Cooperate with and accept direction from the State Training Officer.
- Conduct and coordinate district training and drills.
- Ensure members meet required performance standards.
- Maintain training records and submit required reports.
- Assist with statewide training initiatives.
- Perform duties assigned by leadership.

5. Membership

5.1 Membership Structure

Membership exists at the district level. District Directors represent district membership at the state level. Membership in the Association is a privilege, not a right. All members must comply with the Bylaws, policies, procedures, uniform standards, training standards, and lawful directives of Association leadership.

5.2 Eligibility Requirements

To be considered for membership, an applicant must:

- Be at least eighteen years of age.
- Be currently or previously licensed as an EMS provider in the State of Wisconsin in good standing.
- Be of good moral character. Have no disqualifying criminal history.
- Demonstrate conduct consistent with the Association's mission, values, and professional expectations.

Support or non-operational participants may be approved at the district level, provided this is consistent with the Bylaws. Operational or uniformed Honor Guard members must meet all eligibility, training, and readiness standards.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

5.3 Application Process

Applicants shall:

- Complete the official membership application.
- Answer all required questions truthfully and completely.
- Provide their Wisconsin EMS license number.
- Provide proof of current or former Wisconsin EMS licensure.
- Provide required references when available.
- Authorize background review and licensure verification.
- Agree to comply with all Association governing documents, standards, and expectations.

Incomplete applications may be denied or returned for correction. Acceptance is based on Associational need, training capacity, background review, and the applicant's ability to meet Association standards. The Executive Board or its designee retains final authority regarding membership approval.

5.4 Background Review

The membership review process may include:

- Wisconsin DHS E-Licensing verification.
- Public records review.
- EMS employment history verification.
- Reference verification.
- Review of conduct that may bring discredit upon the Association or the EMS profession.

5.5 Disqualifying Offenses and Case-by-Case Review

Applicants may be denied membership or participation if a background review identifies conduct inconsistent with the Association's mission, public trust, family support role, ceremonial responsibility, or access to Association property.

Automatic or presumptive disqualifying matters include felony convictions involving violence, weapons misuse, fraud, theft, embezzlement, exploitation, abuse, sexual misconduct, controlled-substance distribution, or any offense requiring sex-offender registration. Pending charges of a similar nature may result in deferral until resolved.

A ten-year lookback period should apply to serious misdemeanors involving violence, dishonesty, theft, impaired driving while on duty, harassment, threats, or conduct directly related to EMS trust or public safety. A five-year lookback period should apply to lesser misdemeanor offenses or conduct concerns that may affect judgment, reliability, or professionalism.

Minor, remote, expunged, or isolated offenses may be reviewed on a case-by-case basis when the applicant demonstrates rehabilitation, candor, time elapsed, current good standing, and no risk to the Association, families, members, or property.

Applicants denied or deferred based on background review may submit a written request for review within thirty days. The Executive Board or its designee may affirm, reverse, defer, or impose conditions. The decision of the Executive Board is final unless the Bylaws provide otherwise.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

6. Membership Status

6.1 Probationary Membership

Upon acceptance, an applicant becomes a Probationary Member. Probationary Members must complete onboarding, required training, uniform and grooming requirements, and skills evaluation before participating in Class A ceremonial functions.

Probationary membership continues until all training and evaluation requirements are successfully completed.

6.2 Advancement to Active Membership

To become an Active Member, a Probationary Member must:

- Attend at least three training drills.
- Complete required onboarding and training.
- Demonstrate proficiency in ceremonial skills.
- Successfully complete the Wisconsin EMS Honor Guard Final Skills Evaluation.
- Achieve a passing score on all required evaluation elements.

The District Director and District Training Officer shall recommend advancement. Final approval for Active Membership shall be granted by the District Director.

6.3 Active Membership Requirements

To remain active, members must:

- Maintain at least 60% annual attendance at drills and events.
- Maintain required skill competencies.
- Participate in annual performance evaluations.
- Remain in compliance with Association standards.

Failure to meet these requirements may result in inactive status.

6.4 Inactive Status

Inactive members may not participate in official functions. To return to active status, inactive members must complete the required retraining and skills verification. Inactive status applies statewide across all districts.

6.5 Leave of Absence

Members in good standing may request a leave of absence for up to twelve months by submitting a written request to the District Director. Reactivation requires written notice. Failure to return within twelve months may result in termination.

6.6 Resignation

Members may resign at any time by written notice. Resignation is effective upon receipt unless otherwise specified. No refunds of dues or payments shall be issued.

6.7 Reinstatement

Members who separated in good standing may request reinstatement within two years. Reinstatement requires a written request and demonstration of competency.



POLICY 3 - Leadership, Governance, Eligibility, and Structure

7. Discipline, Suspension, and Removal

Membership and leadership positions may be subject to corrective action for:

- Violation of Association Bylaws, policies, procedures, or directives.
- Failure to perform assigned duties.
- Conduct detrimental to the Association and/or financial misconduct.
- Conduct unbecoming of a member.
- Actions that bring discredit upon the Association or the EMS profession.
- Failure to maintain participation, training, or readiness standards.

Corrective action may include counseling, written warning, probation, suspension, removal from office, or termination of membership.

7.1 Emergency Suspension

The State Commander may immediately suspend any member, District Director, officer, or appointed position when necessary to protect the Association, its members, families being served, Association property, or the reputation of the Association.

Temporary suspensions shall be reviewed by the Executive Board as soon as practicable.

7.2 Removal from Office or Membership

District Directors, officers, and appointees may be removed for cause by a two-thirds vote of the Executive Board after notice of the alleged violation and an opportunity to respond.

Membership may be terminated for failure to meet participation requirements, conduct unbecoming, loss of EMS licensure or good standing, failure to comply with Association policies, failure to maintain readiness, or actions bringing discredit upon the Association.

District members may be removed by the District Director or Executive Board. District officers may be removed by the Executive Board.

7.3 Appeals

Any member, officer, or District Director removed from membership or office may submit a written appeal within thirty days of notice. The Executive Board shall review the appeal and may schedule a hearing. The decision of the Board shall be final unless otherwise provided by the Bylaws.

8. Property Accountability

Upon separation, resignation, removal, inactive status when directed, or termination, members must return all Association-issued property within seven days, including uniforms, insignia, badges, equipment, identification, and any other issued property.

9. Supremacy of Bylaws

This policy is subordinate to the Constitution and Bylaws of the Association. In the event of a conflict, the Bylaws shall prevail.



POLICY 4 - District Boundaries and District Map

1. Purpose

This policy establishes the Association district structure, district boundaries, and map authority for the Wisconsin EMS Honor Guard Association (WIEMSHG).

2. District Boundary Authority

The Executive Board is responsible for establishing the total number of districts and defining district boundaries. Boundaries may be reviewed and adjusted based on membership levels, travel distances, operational coverage, training access, and statewide service needs.

3. District Map

The official district map shall be maintained as an Association-controlled reference document. The map may be updated by the Executive Board without creating a separate district authority, legal entity, bank account, fundraising system, branding system, or independent operating structure.

4. District Status

Districts are geographic and operational divisions of the Association. Districts are not autonomous chapters, separate nonprofit organizations, independent legal entities, or separate charitable associations.

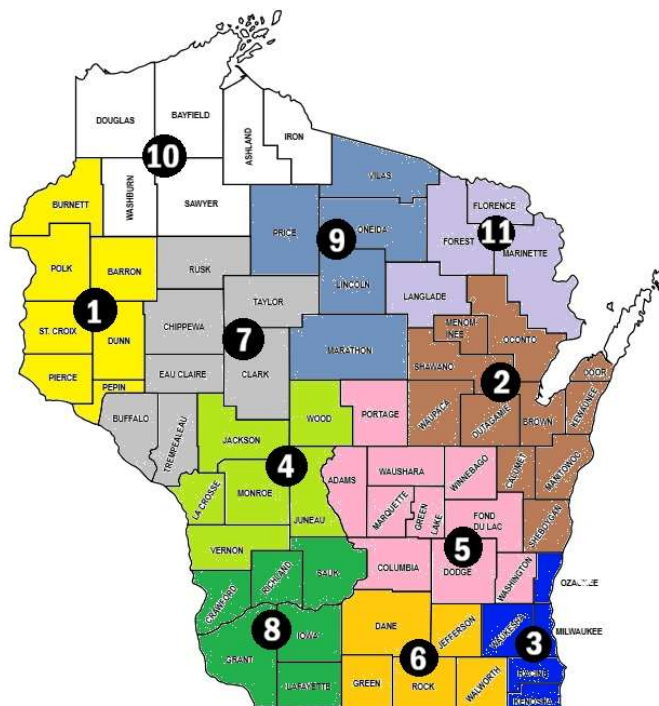
5. Operational Use

District boundaries are used to coordinate training, recruiting, ceremonial coverage, deployment planning, equipment placement, and member support. The State Commander, Executive Board, or State Board may authorize cross-district assistance whenever operational needs require it.

6. Supremacy

This policy is subordinate to the Constitution and Bylaws of the Association. In the event of a conflict, the Bylaws shall prevail.

WISCONSIN





POLICY 5 - District Director

The purpose of this policy is to establish the authority, responsibilities, operational duties, and leadership expectations of the District Director within the Wisconsin EMS Honor Guard Association ("Association").

The District Director is the Association representative assigned to coordinate the district and serves as the official voting member on the State Board. The District Director is responsible for ensuring operational readiness, member coordination, ceremonial professionalism, communications, district development, and compliance with Association policies and procedures.

The District Director serves as the Association's primary operational representative within the assigned district and is responsible for maintaining the Association's mission, standards, and operational integrity.

II. AUTHORITY AND POSITION

Non-Autonomy and No Independent Authority

The District Director is a representative of the Association, not an independent district executive. All district activity is Association activity and must comply with the Association Bylaws, policies, directives, and centralized financial controls.

The District Director shall not create local bylaws, rules, policies, bank accounts, fundraising programs, public communications, branding, legal registrations, or separate charitable status for the district.

The District Director:

The District Director coordinates district operations, administration, training activities, ceremonial functions, and member conduct only as delegated by the Association and subject to the authority of the State Board, Executive Board, State Commander, and Association policy. The District Director has no independent authority to operate the district autonomously or establish district rules, policies, finances, branding, or legal status.

- Serves as the senior officer and operational leader of the district
- Represents the district on the State Board
- Holds one official vote on matters before the State Board
- Oversees district operations and administrative functions
- Coordinates district readiness for Line of Duty Death (LODD) activations and ceremonial operations
- Appoints district support officers as authorized by the Association Bylaws
- Ensures district compliance with Association policies

The District Director serves as the direct liaison between district membership and the State Executive Board.



POLICY 5 - District Director

II. APPOINTMENT AND TERM

District Directors shall be selected or appointed in accordance with the Association Bylaws and approved procedures

The District Director shall serve the term outlined in the governing documents or until replaced, removed, or resigned.

The District Director must remain in good standing with the Association.

IV. STATE BOARD RESPONSIBILITIES

The District Director serves as the district's official representative to the State Board.

Responsibilities include:

- Attending State Board meetings
- Voting on Association business
- Representing district concerns and recommendations
- Communicating State Board decisions to district membership
- Participating in statewide planning and policy development
- Assisting in statewide operational coordination
- Supporting statewide ceremonial standards and consistency

The District Director shall act in the best interests of the Association as a whole. District interests are subordinate to Association Bylaws, policies, statewide standards, and State leadership direction.

V. DISTRICT LEADERSHIP RESPONSIBILITIES

The District Director shall maintain overall responsibility for district operations.

Leadership Responsibilities include:

- Organizing and overseeing district activities
- Maintaining operational readiness
- Ensuring adequate district staffing
- Supporting district morale and professionalism
- Coordinating district response capabilities
- Maintaining communication with district members
- Supporting member development and retention
- Ensuring policy compliance

The District Director shall promote professionalism, dignity, accountability, and Associational unity throughout the district.

VI. APPOINTMENT OF DISTRICT OFFICERS

The District Director may appoint district support officers as authorized by the Association's Bylaws or policies.

These positions may include:

- District Executive Officer
- District Training Officer
- District Chaplain
- Other approved support positions

The District Director remains responsible for overall district supervision regardless of delegated assignments.



POLICY 5 - District Director

VII. TRAINING AND OPERATIONAL READINESS

The District Director shall ensure the district remains prepared to fulfill ceremonial and operational responsibilities.

Responsibilities include:

- Coordinating regular district drills and training
- Supporting the District Training Officer
- Ensuring member participation and readiness
- Maintaining professional ceremonial standards
- Supporting statewide training initiatives
- Monitoring district deployment capability
- Assisting with funeral and ceremonial planning

The District Director shall ensure district members are capable of performing ceremonies with dignity, professionalism, and consistency.

VIII. LINE OF DUTY DEATH (LODD) RESPONSIBILITIES

The District Director shall coordinate district-level response activities during a Line-of-Duty Death activation.

Responsibilities include:

- Receiving or coordinating notification of incidents
- Assisting with activation of district members
- Coordinating district response staffing
- Assigning operational roles
- Coordinating with the State Association
- Serving as liaison to local agencies when appropriate
- Coordinating funeral operational support
- Supporting family liaison operations
- Maintaining professionalism during all operations

The District Director shall ensure all district members conduct themselves respectfully and professionally during funeral operations.

IX. COMMUNICATION RESPONSIBILITIES

The District Director shall maintain effective communication throughout the district.

Communication Responsibilities include:

- Maintaining regular communication with members
- Disseminating Association information
- Coordinating district notifications
- Supporting emergency communication systems
- Coordinating with local EMS agencies
- Building relationships with funeral homes, dispatch centers, and community partners
- Ensuring timely communication during activations

Professional communication standards shall be maintained at all times.



POLICY 5 - District Director

X. RECRUITING AND DISTRICT DEVELOPMENT

The District Director shall actively support district growth and sustainability.

Responsibilities include:

- Recruiting qualified members
- Encouraging member participation
- Supporting member retention
- Expanding district geographic coverage
- Building relationships with EMS agencies
- Promoting awareness of the Association
- Supporting statewide recruiting initiatives
- Quarterly Reports to the commander or Executive Officer.



POLICY 5 - District Director

The District Director shall help maintain sufficient staffing levels to ensure operational readiness throughout the district.

XI. FUNDRAISING OVERSIGHT

The District Director may assist with Association-approved fundraising or sponsor outreach only when authorized by the State Executive Board. Districts may coordinate approved fundraising activities; however, only designated individuals are authorized to temporarily receive funds for immediate remittance to the State Association, and all funds must be submitted with proper documentation, receipts, and accounting records. District Directors may not hold, deposit, spend, or independently manage funds on behalf of a district.

Centralized Financial Structure

The Wisconsin EMS Honor Guard Association operates under a centralized financial structure.

Therefore:

- Districts SHALL NOT maintain separate checking accounts or independent bank accounts
- Districts SHALL NOT maintain independent financial accounts under the Association name
- All Association funds remain under State Association financial control
- All fundraising proceeds shall be submitted to the State Association
- All expenditures shall be processed through the State Association procurement process

Fundraising responsibilities

The District Director may:

- Coordinate local fundraising efforts
- Assist with sponsorship activities
- Organize approved fundraising events
- Promote statewide fundraising campaigns
- Coordinate fundraising volunteers

The District Director shall ensure all fundraising activities are professional, transparent, and consistent with the Association's mission and nonprofit compliance standards.

Financial Documentation Requirements

All district fundraising activities shall include:

- Accurate accounting of funds collected
- Collection documentation
- Timely submission of funds to the State Association
- Compliance with procurement and finance policies
- Receipts when appropriate

The District Director shall ensure proper accountability of all district fundraising activities.

XII. PURCHASE REQUEST RESPONSIBILITIES

The District Director may identify district operational needs and submit purchase requests to the State Association.

Purchase Requests May Include:

- Uniform items
- Flags and ceremonial equipment
- Operational supplies
- Approved recruiting materials
- Training materials
- Replacement equipment



POLICY 5 - District Director

Procurement Process

The District Director:

- Shall submit purchase requests through approved procurement procedures
- Shall provide justification for requested purchases
- Shall assist with identifying operational priorities
- Shall not independently purchase equipment without approval unless specifically authorized

All purchases remain subject to:

- State Executive Board approval
 - Procurement policy requirements
 - Budget availability
 - Standardization requirements
-

XIII. EQUIPMENT ACCOUNTABILITY

The District Director shall assist in maintaining accountability for district equipment and Association property.

Responsibilities include:

- Monitoring district equipment usage
- Supporting inventory tracking
- Ensuring proper storage and care
- Reporting damaged or missing equipment
- Supporting equipment inspections
- Maintaining operational readiness

The District Director shall help ensure standardized ceremonial appearance and equipment consistency throughout the Association.

XIV. PROFESSIONAL CONDUCT

The District Director shall:

- Maintain professional conduct at all times
- Represent the Association honorably
- Support Associational unity
- Maintain confidentiality when appropriate
- Treat members and families respectfully
- Promote dignity and professionalism during ceremonies
- Avoid conduct detrimental to the Association

The District Director shall serve as a role model for district membership.

XV. REMOVAL OR DISCIPLINARY ACTION

A District Director may be removed, suspended, or disciplined in accordance with the Association's bylaws or disciplinary procedures for:

- Conduct unbecoming
 - Failure to perform assigned duties
 - Policy violations
 - Financial misconduct
 - Actions detrimental to the Association
 - Failure to maintain operational readiness
 - Failure to comply with State Board directives
-



POLICY 5 - District Director

APPENDIX A – DISTRICT DIRECTOR MONTHLY RESPONSIBILITIES CHECKLIST

Weekly

- Monitor district communications
 - Coordinate with district officers
 - Address member concerns
 - Monitor operational readiness
-

Monthly

- Conduct district leadership coordination
 - Review district staffing needs
 - Support training activities
 - Review equipment and inventory status
 - Support recruiting efforts
 - Communicate State Board updates
-

Quarterly

- Review district operational readiness
 - Verify district communication systems
 - Review fundraising activities
 - Submit a quarterly report to the commander or Executive Officer.
 - Submit operational concerns to the State Board
 - Evaluate district training participation
-

Annually

- Conduct district operational review
- Review membership status
- Conduct equipment accountability review
- Evaluate district development goals
- Review recruiting effectiveness
- Assist statewide strategic planning



POLICY 5.1 - District Director Action Plan

This checklist provides newly appointed District Directors with a clear, step-by-step framework for successfully establishing leadership, recruiting members, and building a functional, disciplined Honor Guard unit within the first 60 days.

PHASE 1: ORIENTATION & PREPARATION (Days 1–10)

District Authority Reminder

The district is a division of the Association. During the first 60 days, the District Director shall build local readiness without creating independent rules, policies, bank accounts, donation systems, branding, or separate legal identity.

All outreach, communications, training, recruiting, and finances must be conducted as Association activity and remain subject to State leadership direction.

1. Review Associational Policies

- Thoroughly read all state and Association policies and state-approved district procedures.
- Take notes and identify any unclear areas of policy.
- Reach out to state leadership for clarification when needed.
- Develop a working understanding of expectations, structure, and standards.

2. Establish Communication Readiness

- Set up a professional email account dedicated to district operations.
- Ensure you have a reliable mobile phone number for member contact.
- Submit your contact information to the State Commander.
- Maintain consistent and timely communication standards.
- Introduction to Funeral Directors, Dispatch/Communications, and local EMS Services.

3. Order Required Materials

- Request business cards for yourself and your Training Officer through the state.
- Order required uniforms:
 - Class C (Red Polo)
 - Class A Uniform
- Begin building a professional appearance standard from day one.

4. Financial Setup

- Districts may not maintain funds, donation accounts, independent bank accounts, or district-controlled fundraising. Coordinate all financial matters through the State Commander and Adjutant Officer under Policy 8.
 - Do not solicit, collect, receive, deposit, or spend funds on behalf of the district. All Association-approved funds must be processed through the centralized Association financial system. See Policy 8.
-



POLICY 5.1 - District Director Action Plan

PHASE 2: LEADERSHIP DEVELOPMENT (Days 10–20)

5. Appoint a Training Officer

- Select a qualified and respected individual within your network.
 - Ideal qualifications:
 - Leadership ability
 - Instructional confidence
 - Military, Honor Guard, or marching band experience (preferred)
 - Clearly define roles:
 - The Training Officer supports instruction
 - The District Director coordinates operations only as delegated by the Association
-

6. Build Leadership Alignment

- Meet with your Training Officer to:
 - Establish expectations
 - Align training philosophy
 - Set standards for professionalism and discipline
 - Present a unified leadership front to all members.
-

PHASE 3: RECRUITMENT & OUTREACH (Days 15–40)

7. Define Recruitment Area

- Focus on a 30–45-minute travel radius from your location.
 - Target areas where EMS personnel are active.
-

8. Active Recruitment Strategies

- Attend and recruit at:
 - EMS training nights
 - Technical college EMS programs
 - Local ambulance and first responder agencies
 - Build relationships with EMS department leaders, Funeral Directors, and communication centers to encourage participation.
 - Clearly communicate:
 - Mission
 - Time commitment
 - Benefits of joining
-

9. Build Initial Member Base

- **Goal: Recruit at least 10-15 committed members to start.**
 - Emphasize commitment, professionalism, and reliability over numbers.
-



POLICY 5.1 - District Director Action Plan

PHASE 4: TRAINING IMPLEMENTATION (Days 30–60)

10. Secure Training Location

- Identify and confirm a reliable drill location:
 - Indoor or outdoor space, Adequate for marching and formations
 - Schools, Colleges, Community centers, VFW's, and American Legions.
 - Large fire stations or EMS Stations.
 - Funeral Homes. We need to be present in the funeral homes anyway, and it's beneficial to know the funeral directors. In cases of Line of Duty Death (LODD) or Active-Duty deaths, the funeral directors act as a liaison between you and the family. They are a valuable resource, and families often look to them for guidance during these difficult times.
 - Ensure availability aligns with member schedules. Remember, fire and EMS often schedule for a month at a time, and 6-8 weeks ahead. Set a training schedule for the next six months and stick to it. Use WIEMSHonorGuard.org to advertise *upcoming events*.
-

11. Schedule Initial Drill Nights *(entire year, giving members the ability to bid shifts or trade shifts)*

- Set and publish the first six drill dates.
 - Plan at least 4–6 weeks in advance to accommodate EMS schedules. After the first meeting, plan at least the next 6 months (4 drills) in accordance with the Training Officer policy.
 - Communicate dates clearly and early to all recruits.
-

12. Develop Training Plan

- Collaborate with the Training Officer to build structured sessions:
 - Basic movements
 - Marching fundamentals
 - Commands and discipline
 - Keep sessions focused and manageable for new members.
-

13. Conduct Initial Drills

- Focus on:
 - Building foundational skills
 - Establishing discipline and expectations
 - Creating team cohesion
 - Reinforce consistency and repetition.
-

14. Uniform Progression

- As members successfully complete required skills:
 - Authorize them to order uniforms
 - Maintain standards—uniforms are earned, not given.
-



POLICY 5.1 - District Director Action Plan

PHASE 5: CONSOLIDATION & READINESS (Ongoing)

15. Reinforce Policy Knowledge

- Revisit policies regularly.
 - Be prepared to:
 - Answer member questions
 - Enforce standards consistently
-

16. Maintain Momentum

- Continue recruiting even after the initial group is formed.
 - Integrate new members into ongoing training.
 - Encourage experienced members to mentor new recruits.
-

17. MEMBER COMMUNICATIONS PLAN

1. PURPOSE

To establish a reliable, redundant, and professionally coordinated notification system ensuring:

- Immediate awareness of EMS-related deaths
 - Accurate and verified information
 - Seamless coordination with families and agencies
 - Strong integration with funeral service professionals
-

2. CORE NOTIFICATION PRINCIPLE

The Association operates under a **multi-source, redundant notification model**:

No single source is sufficient. The fastest and most reliable notification occurs when EMS agencies, dispatch centers, and funeral directors all participate. Alert texting system, email for more detailed information, and phone calls as necessary. Include State Commander and Executive Officer.

3. AUTHORIZED INFORMANT SOURCES

3.1 Primary Sources

- | | |
|---|--|
| • EMS Agency Leadership (Chief, Director, Supervisor) | • Funeral Directors / Funeral Homes (<i>PRIMARY PARTNER</i>) |
| • County Dispatch Centers | • Law Enforcement Agencies |
| | • Coroner / Medical Examiner |

3.2 Secondary Sources

- | | |
|--|---|
| • Family members (<i>must be verified</i>) | • National Fallen Firefighters Foundation |
| • EMS personnel | • Social media (<i>verification required</i>) |
| • National EMS Memorial Service | |
-



POLICY 5.1 - District Director Action Plan

4. FUNERAL DIRECTORS – PRIMARY PARTNER ROLE

4.1 Designation

Funeral directors are formally recognized as:

- Primary Notification Source
- Central Information Coordinator
- Preferred Family Liaison (*when designated*)

4.2 Expectation

All funeral homes are requested to notify the Association immediately when arrangements involve an EMS provider.

4.3 Strategic Importance

Funeral directors are:

- First organized professionals involved
- Central coordinators of services
- Most reliable source of scheduling/logistics

5. OFFICIAL NOTIFICATION METHODS

- 24/7 LODD Notification Line
- Website Reporting Form
- Direct Command Staff contact
- EMS agency or funeral home referral

6. REQUIRED INFORMATION (See attached intake form): notify the state commander and the Executive Officer

- | | |
|------------------------------------|------------------------------|
| • Name of deceased | • Family notification status |
| • EMS affiliation | • Funeral home & director |
| • Status (LODD / Active / Retired) | • Point of contact |
| • Date/time/location of death | • Immediate needs |

7. VERIFICATION POLICY (MANDATORY)

7.1 Acceptable Verification

- EMS leadership
- Law enforcement/medical examiner
- Funeral director (*if identity + family notification confirmed*)

7.2 Dual Verification (Preferred)

- Funeral Director **AND** EMS Agency

7.3 Social Media

- Never primary source
- Must be independently verified

8. ACTIVATION OF A LODD AUTHORITY

Only:

- State Commander
- Executive Officer
- Designated Duty Officer
- District Directors *for local level 2 or 3 funerals with first notification to Commander*



POLICY 5.1 - District Director Action Plan

9. RESPONSE TIMELINE

- **15 min:** Command Staff notified
 - **30 min:** District Director notified
 - **1 hour:** Contact with funeral home/agency
 - **2 hours:** Preliminary plan
-

10. LIAISON PROTOCOL

10.1 Assignment

A **Family & Agency Liaison** is assigned immediately.

10.2 Funeral Director (Preferred Liaison) **SEE POLICY 8**

Responsible for:

- Family wishes
- Scheduling and Logistics
- Cultural/religious considerations
- Coordination with the Funeral Director, clergy, law enforcement, and the cemetery

10.3 Honor Guard Liaison

- Works through the funeral director
 - Limits direct family contact unless invited
 - Ensures honors match family wishes within our guidelines for level 1, 2, or 3.
-

11. INFORMATION COLLECTION

- Service schedule
 - Venue layout
 - Family preferences
 - Expected attendance
-

12. NOTIFICATION SYSTEM

Approved platforms: email or texting within a district

Groups:

- 1) Entire State Association LODD or critical messages
- 2) District Directors
- 3) Training Officers
- 4) Entire Command staff
- 5) Each district will have access to its group

Email more detailed information, release, and final activation of the Honor Guard following activation text initiation

WIEMSHG ALERT– *(Used to establish the probable number of guards available) or critical notification*

Authority: [Name], title

EVENT LEVEL: 1 or (2 or 3)

EVENT DATE/TIME: []

LOCATION OF EVENT: []

REPLY: AVAILABLE / NOT AVAILABLE



POLICY 5.1 - District Director Action Plan

WIEMSHG ACTIVATION– *(Confirm your attendance and await further instructions.)*

Authority: [Name], title

EVENT LEVEL: 1 or (2 or 3)

EVENT DATE/TIME: []

LOCATION OF EVENT: []

REPLY: AVAILABLE / NOT AVAILABLE

DISTRICT ALERT: *(By Director for local alert status)*

Authority: [Name], title

EVENT LEVEL: 1 or (2 or 3)

EVENT DATE/TIME: []

LOCATION OF EVENT: []

REPLY: AVAILABLE / NOT AVAILABLE

DISTRICT ACTIVATION– *(Confirm your attendance and await further instructions.)*

Authority: [Name], title

EVENT LEVEL: 1 or (2 or 3)

EVENT DATE/TIME: []

LOCATION OF EVENT: []

REPLY: AVAILABLE / NOT AVAILABLE

DISTRICT DRILL ALERT– *(Confirm your attendance and await further instructions.)*

Authority: [Name], title

EVENT LEVEL: 1 or (2 or 3)

EVENT DATE/TIME: []

LOCATION OF EVENT: []

REPLY: AVAILABLE / NOT AVAILABLE

13. INTRODUCTION LETTERS FOR DISTRICT DIRECTORS

It is advisable to send an introductory letter (see attachments) to the area communications and dispatch centers, local EMS directors and chiefs, funeral home directors, and local churches. The attached sample letter introduces the Wisconsin EMS Honor Guard Association, you, and the Executive Officer. Whenever possible, follow up by meeting with them for a few minutes or by delivering the letter in person. Encourage them to read it and consider participating with us..

14. KEY LEADERSHIP PRINCIPLES

- **Lead from the front** — set the example in professionalism and discipline
 - **Communicate clearly and consistently**
 - **Build structure early** — Association prevents confusion later
 - **Prioritize quality over quantity** in recruitment
 - **Stay proactive** — do not wait for progress to happen
-



POLICY 5.1 - District Director Action Plan

15. SUCCESS BENCHMARK (By Day 60)

By the end of the first 60 days, a successful District Director should have:

- Established leadership structure: Executive Officer, Training Officer, and a chaplain.
- Recruited a core group of members
- Conducted multiple drill sessions. If they are active for 60 days, they will find other interests.
- Establish drill sessions for the year, giving members an opportunity to schedule off or trade work shirts.
- Implemented training standards
- Initiated uniform acquisition
- Built a sustainable foundation for growth

16. APPENDICES

For the greatest impact, take the time to visit each Emergency Communications/Dispatch center to meet the director, each funeral home to meet the director, and each local church to meet the clergy. Hand the letter to them personally so they can ask questions immediately and begin to understand our purpose.

- When meeting with funeral home directors—who serve as our best liaison with families and have all the details about the events we are involved in—provide them with a nice package that includes:
 - An introduction letter to funeral directors that includes your contact information.
 - An intake form for the funeral director to complete during family meetings.
 - A brochure for the funeral director to include in the family packet about the WIEMSHG.
- An introduction letter to the Emergency Communications/911 Director, edit to include your contact information.
- An introduction letter to the EMS service Director's/chiefs –edit to include your contact information
- An introduction letter to local pastors/clergy introducing the WIEMSHG, edit to include your contact information.

Wisconsin EMS Honor Guard Association Policies



WISCONSIN EMS HONOR GUARD ASSOCIATION

Dear Funeral Director,

On behalf of the Wisconsin EMS Honor Guard Association, we extend our sincere appreciation for the important and compassionate work you provide to families throughout our state.

Our Association exists to honor Emergency Medical Services providers with dignity, reverence, and professionalism while supporting families and agencies during times of loss. We provide ceremonial services, including color guard honors, casket watch, flag presentation, pallbearers (as needed), buglers, and CISM/chaplain support to departments.

We also offer scalable levels of service—from Line of Duty Death (LODD) honors to simple representation—always guided by the family's wishes.

In addition, we provide coordinated planning assistance for EMS agencies, critical incident stress management/debriefing (CISM/CISD), and guidance on available benefits for families. Our goal is to represent the EMS profession as a whole. We are not here to take over arrangements, but to assist you, the family, and the department in delivering meaningful and dignified ceremonial customs.

We are reaching out to establish a strong partnership with funeral homes across Wisconsin. As funeral directors are often the first organized professionals involved after a death, you serve as the central coordinators of funeral services. Given this critical role, we respectfully request your assistance in notifying our Association whenever arrangements involve a current or former EMS provider.

When to Notify Us:

- Line of Duty Death (LODD) (*on or responding to an ambulance run, cardiac arrest 48 hrs*)
- Death of an active EMS provider (Non-LODD)
- Death of a retired or former EMS provider who previously served in an official capacity
- Situations where a family may benefit from ceremonial honors

How to Notify Us:

- 24/7 Notification www.wiemshonorguard.org Report a fatality tab. A representative will respond promptly and coordinate directly with you.

We have enclosed an intake form and quick reference guide to assist you. Our goal is to work alongside you—not to complicate your process—but to enhance the service you provide through coordinated honors when requested.

Thank you for your partnership and for the care you provide to our communities. Please feel free to contact us at any time.

Respectfully,

Craig Nelson

State Commander

Wisconsin EMS Honor Guard Association

[District Director]

Director District

Phone: () -

Wisconsin EMS Honor Guard Association Policies



Information requested from the Funeral Director

Date/Time of Request: _____

Requesting Agency: _____

Point of Contact (Name/Title): _____

Phone: _____ Email: _____

DECEASED MEMBER INFORMATION

Name: _____

Agency they work for: _____

Rank/Title: _____

Line of Duty Death: ☐ Yes ☐ No ☐ Pending

Date of Death: _____

SERVICE INFORMATION (IF KNOWN)

Funeral Home: _____

Service Location: _____

Service Date/Time: _____

Burial Location: _____

REQUESTED HONORS from family meeting

- ☐ Full Honors
- ☐ Limited Honors
- ☐ Casket Watch
- ☐ Color Guard
- ☐ Rifle Detail

- ☐ Bugler (Taps)
- ☐ Bagpipers
- ☐ Other: _____

SPECIAL REQUESTS / FAMILY WISHES

SUBMISSION

Submitted By: _____ Date: _____ Phone: _____

Email: _____@_____. _____

POLICY 5.1 - District Director Action Plan



Wisconsin EMS Honor Guard Association Policies

Wisconsin EMS Honor Guard Association



Dear Emergency Communications Director,

On behalf of the Wisconsin EMS Honor Guard Association, we would like to introduce our Association and request your assistance in an important statewide notification effort.

The Wisconsin EMS Honor Guard Association provides professional ceremonial support to honor Emergency Medical Services providers who have passed away. Through a coordinated district system, we can respond anywhere in the state to assist agencies, families, and communities during times of loss.

Timely and accurate notification is critical to ensuring we can properly support a service and their family. Because dispatch and communications centers are often among the first to become aware of an EMS-related death, your role is vital in this process.

We respectfully request that your center notify our Association when you become aware of:

- A Line of Duty Death (LODD)
- The death of an active EMS provider
- The death of a retired EMS provider (when known)

Once notified, we will coordinate directly with agency leadership and the funeral home. A trained Honor Guard Liaison will be assigned to ensure all coordination is handled professionally and with minimal disruption.

Our mission is to support—not interfere with—operations, while ensuring that EMS providers are honored with dignity and respect.

How to Contact Us:

- 24/7 Notification Line:
- Website Reporting Form: www.wiemshonorguard.org report a fatality tab

Local District Director Contact:

[Name]

[Phone]

[Email]

We would appreciate the opportunity to meet with your leadership team to provide additional information and answer any questions.

Thank you for your service and for your assistance in honoring those who have served our communities.

Respectfully,

Craig Nelson, Paramedic

State Commander

Wisconsin EMS Honor Guard Association

POLICY 5.1 - District Director Action Plan



Wisconsin EMS Honor Guard Association Policies

Wisconsin EMS Honor Guard Association



Dear EMS Director/Chief,

We are pleased to introduce the Wisconsin EMS Honor Guard Association, a statewide Association dedicated to honoring EMS providers and supporting agencies, families, and communities during times of loss.

Our Association operates through a structured district system, allowing us to provide consistent, professional ceremonial services throughout Wisconsin. We stand ready to assist your agency in the event of a Line of Duty Death, the loss of an active member, or a retired provider.

We understand that planning these events can be overwhelming, particularly during emotionally difficult times. Our role is to support your agency by providing guidance, coordination, and ceremonial services delivered with precision, dignity, and respect.

When activated, we assign a trained Honor Guard Liaison who will work closely with your leadership and the funeral director to:

- Coordinate ceremonial honors
- Assist with planning and logistics
- Ensure family wishes are honored
- Provide structured, professional support throughout the process

We respectfully request that your agency notify us as soon as possible in the event of:

- A Line of Duty Death
- The death of an active or retired EMS provider
- Any situation where ceremonial honors may be appropriate

Early notification allows us to respond effectively and support your team when it matters most.

How to Contact Us:

- 24/7 Notification Line: [INSERT]
- Website Reporting Form: www.wiemshonorguard.org “Report a fatality” tab
Allows our duty officer to contact you immediately.

Local District Director:

[Name]. District XX Director

[Phone]

[Email]

We would welcome the opportunity to meet with you and your staff to review available resources, discuss pre-planning options, and strengthen our partnership.

Thank you for your service and for the work you do every day.

Respectfully,

Craig Nelson, Paramedic

State Commander

Wisconsin EMS Honor Guard Association, Inc.

POLICY 5.1 - District Director Action Plan

Wisconsin EMS Honor Guard Association Policies

Wisconsin EMS Honor Guard Association

Dear Pastor/Clergy,

The Wisconsin EMS Honor Guard Association respectfully introduces itself and its mission to honor Emergency Medical Services providers with dignity and reverence.

We are a statewide Association that provides ceremonial support for EMS providers who have passed away. Through our district-based structure, we can respond across Wisconsin to assist families, EMS agencies, and communities during times of loss.

Our services often take place in churches and places of worship. We strive to work respectfully within each facility's guidelines while ensuring that all honors are conducted in a professional, coordinated, and dignified manner.

When requested, we assign a trained Honor Guard Liaison who works closely with the funeral director and clergy to:

- Coordinate ceremonial elements
- Ensure alignment with religious practices and expectations
- Maintain order, timing, and professionalism throughout the service

Our goal is to support—not disrupt—the sacred nature of these services while honoring the life and service of the EMS provider.

How to Contact Us:

- 24/7 Notification Line: [INSERT]
- Website Reporting Form: www.wiemshonorguard.org “Report a fatality” tab

Local District Director:

[Name]

[Phone]

[Email]

We would welcome the opportunity to meet with you to understand your facility better and discuss how we can work together effectively when needed.

Thank you for the care and guidance you provide to your community.

Respectfully,

Craig Nelson, Paramedic

State Commander

Wisconsin EMS Honor Guard Association, Inc.



POLICY 6 - District Executive Officer

I. PURPOSE

The purpose of this policy is to establish the duties, authority, and operational responsibilities of the District Executive Officer (DXO) within the Wisconsin EMS Honor Guard Association ("Association"). The District Executive Officer serves as a district-level Association representative and second-in-command for district coordination, under the District Director's delegated supervision. The District Executive Officer oversees district administrative and operational coordination and collaborates with the District Training Officer to ensure district readiness and professionalism.

The District Executive Officer helps maintain continuity, professionalism, and Associational readiness throughout the district.

II. POSITION OVERVIEW

Authority Limitation

The District Executive Officer has no independent authority within the district. The position supports Association operations at the district level and may not create district rules, policies, financial systems, fundraising programs, branding, legal registrations, or separate status.

All administrative records, equipment records, member coordination, and operational support remain Association records and Association activity.

The District Executive Officer is appointed annually by the District Director and serves at the District Director's direction in accordance with the Association's bylaws and policies.

The District Executive Officer acts as:

- Administrative support officer
- Membership coordination officer
- Communications coordinator
- Recruiting support officer
- Equipment and inventory coordinator
- Operational readiness support officer

The DXO does not supersede the authority of the District Director but serves as a critical support position, ensuring the district remains organized and mission-ready.

III. GENERAL RESPONSIBILITIES

The District Executive Officer shall:

1. Support the District Director in district operations
 2. Support the District Training Officer in training coordination
 3. Maintain district membership records and communications
 4. Coordinate recruiting and onboarding activities
 5. Maintain district equipment and inventory records
 6. Assist with funeral and ceremonial logistical coordination
 7. Help maintain district readiness for deployments
 8. Ensure administrative tasks are completed professionally and promptly
 9. Assist in maintaining policy compliance within the district
 10. Serve as acting coordinator in the absence of the District Director when delegated
-



POLICY 6 - District Executive Officer

IV. CHAIN OF COMMAND

The District Executive Officer:

- Reports directly to the District Director
- The District Executive Officer may function as acting District Director only when delegated and only within Association authority, unless otherwise directed by the State Commander.
- Coordinates with the State Executive Board as required
- Assists district members with operational and administrative matters

The District Executive Officer shall maintain professionalism, confidentiality, and Associational discipline at all times.

V. MEMBERSHIP MANAGEMENT RESPONSIBILITIES

The District Executive Officer shall maintain accurate and current membership records for the district and update the association on any demographic changes.

Membership Records Shall Include:

- | | |
|-----------------------|-------------------------------|
| • Member full name | • Uniform status |
| • Agency affiliation | • Training completion records |
| • Contact information | • Equipment issued |
| • Email address | • Availability status |
| • Membership status | • District assignment |

Membership Contact Management

The DXO shall:

- Maintain updated phone and email contact lists, notify the state of changes.
Ensure members receive district communications
- Coordinate notification systems for drills, funerals, and events
- Verify contact information quarterly
- Assist the District Director during emergency activation notifications

Membership Retention

The DXO should assist with:

- | | |
|---------------------------------------|---|
| • New member orientation | • Encouraging attendance at drills and events |
| • Member engagement | • Identifying inactive members for follow-up |
| • Communication follow-up | |
| • Recognition of member participation | |

VI. RECRUITING RESPONSIBILITIES

The District Executive Officer shall assist the District Director in developing and maintaining an active district recruiting program.

Recruiting Efforts May Include:

- | | |
|---|--|
| • Contact with local EMS agencies | • Coordination with EMS schools and colleges |
| • Presentations to EMS services | • Social media outreach support |
| • Attendance at EMS conferences or events | • Community awareness efforts |
| • Recruitment booths or displays | |



POLICY 6 - District Executive Officer

Recruiting Goals

Recruiting efforts should focus on:

- Maintaining adequate district staffing
- Geographic coverage throughout the district
- Diversity of experience and skill sets
- Long-term sustainability of the Association
- Professional representation of EMS personnel

New Member Onboarding

The DXO shall assist with onboarding by ensuring:

- Membership applications are completed
- Required forms are submitted
- Background checks are completed if required
- Uniform ordering information is provided
- Members receive policy manuals
- New members understand expectations and standards
- Contact information is added to communication systems

VII. EQUIPMENT AND INVENTORY RESPONSIBILITIES

The District Executive Officer shall maintain accurate inventory and accountability records for all district equipment.

Equipment Accountability

The DXO shall maintain records of:

- Flags
- Rifles
- Harnesses
- Ceremonial equipment
- Uniform items in Go Bag
- Training materials
- Storage locations
- Issued equipment

Inventory Documentation

Inventory records should include:

- Item description
- Quantity
- Serial numbers if applicable
- Condition status
- Purchase date
- Assigned member
- Storage location
- Maintenance requirements
- Replacement needs

Inventory Inspections

The District Executive Officer shall:

- Conduct periodic equipment inspections
- Identify damaged or missing equipment and report to the District Director
- Report maintenance or replacement needs
- Coordinate repair requests



POLICY 6 - District Executive Officer

- Ensure equipment remains operationally ready
- All equipment is purchased by the Association to keep the standardization of equipment throughout the Association

Uniform Accountability

The DXO shall assist with:

- Tracking issued uniform items
- Monitoring uniform compliance
- Coordinating replacement items
- Assisting members with ordering information
- Maintaining uniform standardization

VIII. TRAINING SUPPORT RESPONSIBILITIES

The District Executive Officer shall support the District Training Officer by assisting with:

- Drill scheduling
- Attendance records
- Training notifications
- Facility coordination
- Equipment preparation
- Setup and cleanup operations
- Training sign-in sheets
- Distribution of training materials
- Tracking member participation

The DXO may also provide instructional support, if qualified and authorized by the District Training Officer.

IX. FUNERAL AND CEREMONIAL SUPPORT

During funeral or ceremonial operations, the District Executive Officer may assist with:

- Member notifications
- Attendance coordination
- Equipment transportation
- Uniform inspections
- Liaison coordination
- Ceremony logistics
- Staging coordination
- Accountability of equipment and personnel
- Documentation and after-action reporting

The District Executive Officer shall help ensure district operational readiness before deployments.

X. COMMUNICATION RESPONSIBILITIES

The District Executive Officer shall assist in maintaining professional communication systems within the district.

Communication Duties Include:

- Sending district updates
- Assisting with emergency notifications
- Maintaining email groups
- Maintaining text alert systems
- Assisting with event announcements
- Coordinating responses from members
- Ensuring timely communication flow

All communications shall remain professional and consistent with Association standards.



POLICY 6 - District Executive Officer

XI. RECORDKEEPING AND REPORTING

The District Executive Officer shall maintain district administrative records as directed.

Records May Include:

- Membership rosters
- Attendance records
- Training participation
- Equipment inventories
- Recruiting activities
- Communication logs
- Event participation reports
- Funeral response documentation

The DXO may provide periodic reports to the District Director or the State Executive Board,

XII. PROFESSIONAL CONDUCT

The District Executive Officer shall:

- Maintain professionalism at all times
- Support the mission of the Association
- Maintain confidentiality as appropriate
- Promote teamwork and unity
- Treat members and families with dignity and respect
- Represent the Association honorably

XIII. REMOVAL OR REASSIGNMENT

The District Executive Officer serves at the appointment of the District Director and may be reassigned or removed for:

- Failure to perform assigned duties
- Conduct unbecoming
- Policy violations
- Failure to maintain professionalism
- Failure to maintain operational readiness
- Actions detrimental to the Association

APPENDIX A – DISTRICT EXECUTIVE OFFICER CHECKLIST

Weekly

- Review district communications
- Update member contacts as needed
- Coordinate with District Director
- Monitor upcoming events or funerals

Monthly

- Update membership roster
- Review inventory status
- Assist with training coordination
- Follow up with inactive members
- Assist recruiting efforts

Quarterly

- Verify all member contact information
- Conduct equipment inventory review
- Submit reports if required
- Review communication systems
- Assess district staffing needs

Annually

- Full inventory audit
- Membership roster verification
- Equipment condition review
- Recruiting plan review
- Administrative records review
- Transition briefing for reappointments if applicable



POLICY 7 - District Training Officer

The District Training Officer is responsible for the training, ceremonial proficiency, operational readiness, and professional appearance of district members. The DTO ensures all district training activities strictly follow Wisconsin EMS Honor Guard Association policies, approved ceremonial doctrine, operational procedures, and uniform standards.

The District Training Officer serves as the district's primary training and standards officer and functions as the third-in-command within district leadership, under the District Director and the District Executive Officer.

II. POSITION OVERVIEW

The District Training Officer:

- Serves as the district's lead training officer
- Reports directly to the District Director
- Assists the District Director and District Executive Officer in district operations
- Functions as third in command within district leadership
- Oversees ceremonial and operational training
- Maintains training consistency with statewide standards
- Assists with equipment readiness and accountability
- Ensures members maintain professional appearance and policy compliance

The DTO shall maintain the highest standards of professionalism, ceremonial precision, discipline, and instructional leadership.

III. AUTHORITY

Training Authority Limitation

District training activity is an Association activity conducted at the district level. District Training Officers enforce approved Association standards and do not possess independent authority to create, modify, or waive drill, uniform, equipment, ceremonial, safety, or readiness policies.

Any local training schedule, assignment, or drill plan is administrative only and remains subject to the oversight of the State Training Officer, State Commander, Executive Board, and Association policy.

The District Training Officer has delegated authority to:

- Conduct district training and drills
- Enforce approved training standards
- Correct improper ceremonial procedures
- Inspect uniforms and equipment
- Recommend additional remedial training
- Recommend removal from ceremonial participation for safety or uniform violations
- Assist the District Director in maintaining district operational standards

The DTO shall operate only within the authority granted by the Association Bylaws, policies, and State Executive Board directives. The DTO shall not create independent district training standards, policies, or procedures.



POLICY 7 - District Training Officer

IV. CHAIN OF COMMAND

The District Training Officer:

- Reports directly to the District Director
- Works collaboratively with the District Executive Officer
- Serves as third in command within district leadership
- Assists in supervising district members during training and ceremonial operations
- The District Training Officer operates under the supervision of the District Director and District Executive Officer and does not supersede their operational or administrative authority.
- Coordinates with State Training Staff as required

The DTO shall support district leadership and maintain Associational unity at all times.

V. PRIMARY RESPONSIBILITIES

The District Training Officer shall:

1. Train district members according to Association standards
2. Ensure strict compliance with ceremonial doctrine and policies
3. Conduct regular district drills and training exercises
4. Ensure operational readiness of district members
5. Inspect uniforms and ceremonial presentation standards
6. Maintain district training records
7. Assist with district leadership operations
8. Assist in maintaining equipment readiness
9. Correct deficiencies in ceremonial performance
10. Ensure members conduct themselves professionally during events

VI. TRAINING RESPONSIBILITIES

The District Training Officer is responsible for organizing and conducting district training activities.

Training Duties Include:

- | | |
|---|---|
| • Scheduling district drills and practices | • Conducting uniform inspections |
| • Conducting ceremonial instruction | • Training new members |
| • Teaching Manual of Arms | • Providing remedial instruction when necessary |
| • Teaching color guard procedures | • Assisting with statewide training initiatives |
| • Teaching casket watch procedures | |
| • Teaching funeral protocols | |
| • Teaching formation movements and commands | |

Training Standards

All training shall:

- | | |
|--|--|
| • Strictly follow Association policies | • Emphasize professionalism and dignity |
| • Follow approved ceremonial manuals and doctrine | • Promote safety and accountability |
| • Maintain consistent statewide ceremonial standards | • Maintain military-style ceremonial discipline adapted for EMS ceremonial service |

The DTO shall not authorize unofficial or altered ceremonial procedures without State approval.



POLICY 7 - District Training Officer

VII. OPERATIONAL READINESS

The District Training Officer shall help ensure the district remains operationally prepared for ceremonies and activations.

Responsibilities include:

- Monitoring member proficiency
- Ensuring adequate staffing capability
- Evaluating ceremonial readiness
- Identifying training deficiencies
- Coordinating corrective training
- Supporting deployment preparation
- Ensuring safe equipment handling
- Assisting with operational planning

The DTO shall immediately notify district leadership of significant readiness concerns.

VIII. UNIFORM AND APPEARANCE RESPONSIBILITIES

The District Training Officer shall oversee uniform presentation and ceremonial appearance standards.

Uniform Inspection Duties

The DTO shall inspect members prior to ceremonies, drills, and public events for:

- Proper uniform wear
- Cleanliness and appearance
- Correct insignia placement
- Proper footwear
- Uniform grooming standards
- Proper ceremonial equipment placement
- Compliance with Association uniform policy

Authority Regarding Uniform Compliance

The District Training Officer may:

- Correct uniform deficiencies
- Require corrective action before participation
- Remove members from ceremonial participation for serious deficiencies
- Recommend additional training regarding uniform standards

The DTO shall maintain professionalism and consistency while enforcing standards.

IX. POLICY COMPLIANCE RESPONSIBILITIES

The District Training Officer shall assist district leadership in ensuring members comply with Association policies and procedures.

Responsibilities include:

- Reinforcing ceremonial procedures
- Monitoring member conduct during operations
- Correcting improper practices
- Reporting serious violations to district leadership
- Ensuring adherence to operational standards
- Supporting disciplinary consistency when necessary

The DTO shall help preserve statewide professionalism and ceremonial consistency.

X. EQUIPMENT RESPONSIBILITIES

The District Training Officer shall assist with maintaining ceremonial equipment in safe and functional condition.



POLICY 7 - District Training Officer

Equipment Responsibilities include:

- Inspecting ceremonial equipment
- Ensuring rifles and ceremonial items remain serviceable
- Monitoring flag condition
- Ensuring training equipment remains operational
- Reporting damaged or unsafe equipment
- Assisting with inventory accountability
- Assisting with equipment standardization
- **NO MEMBER SHALL BRING OR USE THEIR OWN EQUIPMENT AT ANY TIME FOR ANY REASON.**

Safety responsibilities

The DTO shall ensure:

- Proper handling of ceremonial equipment
- Safe training environments
- Proper storage of equipment
- Immediate correction of unsafe practices

Safety shall remain a priority during all training and ceremonial operations.

XI. NEW MEMBER TRAINING

The District Training Officer shall assist with onboarding and development of new members.

Responsibilities include:

- Introductory ceremonial instruction
- Uniform guidance
- Training on Association standards
- Familiarization with ceremonial procedures
- Evaluating readiness for participation
- Mentoring new members

The DTO shall help ensure new members understand the expectations and professionalism required within the Association.

XII. LEADERSHIP SUPPORT RESPONSIBILITIES

The District Training Officer shall assist the District Director and District Executive Officer with district leadership and operations.

Responsibilities include:

- Assisting with district planning
- Supporting district communications
- Assisting with member coordination
- Supporting district morale and professionalism
- Supporting recruiting events
- Assisting during activations and ceremonies

The DTO functions as the third-in-command and may assist with operational leadership as delegated.

XIII. FUNERAL AND CEREMONIAL OPERATIONS

During funerals and ceremonial operations, the District Training Officer may assist with:

- Formation supervision
- Uniform inspections
- Ceremony staging
- Command and ceremonial instruction
- Member accountability
- Equipment preparation
- Maintaining ceremonial discipline
- Correcting procedural issues

The DTO shall ensure ceremonies are conducted with dignity, precision, and professionalism.



POLICY 7 - District Training Officer

XIV. RECORDKEEPING

The District Training Officer shall assist in maintaining records related to training and operational readiness.

Records May Include:

- Training attendance
- Skill evaluations
- EVALUATION TO Full Membership form
- Drill participation
- Uniform compliance issues
- Equipment inspections
- Member proficiency tracking
- Remedial training records

Records shall be maintained professionally and provided to district leadership when requested.

XV. PROFESSIONAL CONDUCT

The District Training Officer shall:

- Maintain professionalism at all times
- Lead by example
- Support district leadership
- Promote Associational unity
- Treat members respectfully
- Maintain ceremonial discipline
- Represent the Association honorably
- Uphold the dignity of the EMS profession

The DTO shall avoid conduct detrimental to the mission or reputation of the Association.

XVI. REMOVAL OR DISCIPLINARY ACTION

A District Training Officer may be removed, reassigned, or disciplined in accordance with Association Bylaws or policies for:

- Failure to perform assigned duties
 - Conduct unbecoming
 - Failure to enforce standards
 - Policy violations
 - Unsafe practices
 - Actions detrimental to the Association
-



POLICY 7 - District Training Officer

APPENDIX A – DISTRICT TRAINING OFFICER CHECKLIST

Weekly

- Review upcoming training needs
 - Monitor member readiness
 - Coordinate with district leadership
 - Inspect training equipment
-

Monthly

- Conduct district drills
 - Review member proficiency
 - Conduct uniform inspections
 - Evaluate equipment condition
 - Assist with member development
-

Quarterly

- Conduct operational readiness review
 - Review ceremonial consistency
 - Inspect ceremonial equipment
 - Evaluate district training participation
 - Identify training deficiencies
-

Annually

- Review district training plans
- Conduct major readiness evaluation
- Assist statewide training initiatives
- Review policy updates
- Conduct a comprehensive equipment review
- Evaluate member certification or proficiency needs



POLICY 7.1 District Training Officer Action Plan

Purpose

This checklist provides newly appointed District Training Officers with a clear, step-by-step framework for supporting district leadership, training members, and building a functional, disciplined Honor Guard unit within the first 90 days.

PHASE 1: ORIENTATION & PREPARATION (Days 1–10)

Training Officer Authority Reminder

The District Training Officer supports Association training at the district level. The DTO may not create independent district policies, rules, manuals, training standards, equipment requirements, or uniform standards.

All drills, records, evaluations, schedules, and training communications must follow Association policies and approved statewide doctrine.

1. Review Associational Policies

- Thoroughly read all state and Association policies and state-approved district procedures.
- Take notes and identify any unclear areas of policy.
- Reach out to state leadership for clarification when needed.
- Develop a working understanding of expectations, structure, and standards.

2. Establish Communication Readiness

- Set up a professional email account dedicated to district operations.
- Ensure you have a reliable mobile phone number for member contact.
- Submit your contact information to the State Commander.
- Maintain consistent and timely communication standards.
- Work with the District Director on introductions to local Funeral Directors, Dispatch/Communications, and local EMS Services.

3. Have the District Director order the required materials from the Association

- Request business cards.
- Order required uniforms:
 - Class C (Red Polo)
 - Class A Uniform
- Begin building a professional appearance standard from day one.

4. Action plan for the first 90 days

- Work with the District Director and/or Executive Officer to establish a presence within the district for all local EMS providers.
- Recruit potential district members (goal is 12-15 members)

Work with the Director to establish a facility where most drills and training sessions can take place

Wisconsin EMS Honor Guard Association Policies



TRAINING DATE: _____ [] District Number:

TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES: _____

FIRST DRILL:

5 minutes welcome, announcements

10 minutes - WELCOME and introductions

5 minutes VIDEO: [Introduction to EMS Honor Guard](#)

10 Minutes Marching basics 4 minutes [Commands](#)

60 minutes. Move to the skills area and have members practice the skills

NAME:	e-mail:	Phone:	
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15.			

Wisconsin EMS Honor Guard Association Policies



TRAINING DATE: _____ [] District Number:

TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES: _____

SECOND DRILL:

10 minutes - WELCOME and introductions

5 minutes VIDEO: Introduction to EMS Honor Guard

10 Minutes Marching Basics Review

4 minutes Commands Review

4 minutes Left and right face 2 minutes About face 2 minutes Parade Rest and At Ease

30 Minutes Move to the skills area and have members practice the skills

NAME:	e-mail:	Phone:	
1			
2			
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12			
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15.			

TRAINING DATE: _____ [] District Number:

Wisconsin EMS Honor Guard Association Policies



TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES: _____

THIRD DRILL:

20 minutes - WELCOME and introductions

20 minutes Review two previous sessions, marching basics, and commands

5 minutes VIDEO: EMS Rifles manual 5 minutes

10 minutes Attention and Present arms

30 minutes Move to the skills area and have members practice the skills

NAME:	e-mail:	Phone:	
1			
2			
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15.			

TRAINING DATE: _____ [] District Number:

Wisconsin EMS Honor Guard Association Policies



TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES: _____

FOURTH DRILL:

20 Minutes VIDEO: EMS Flags manual

10 minutes of Rules and tips of EMS Color Guard

10 minutes of the Casket guard position and changing

General overview of an EMS Funeral

30 minutes Move to the skills area and have members practice the skills

NAME:	e-mail:	Phone:	
1			
2			
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4			
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12			
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15.			

Wisconsin EMS Honor Guard Association Policies



TRAINING DATE: _____ [] District Number:

TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES: _____

FIFTH DRILL:

Review with hands-on skills all aspects of marching, rifle, and flag movements.

First run through of skills test, all members must pass (last Page)

NAME:	e-mail:	Phone:	
1			
2			
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4			
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15.			

Wisconsin EMS Honor Guard Association Policies



TRAINING DATE: _____ [] District Number:

TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES: _____

SIXTH DRILL:

10 minutes for the good of the Honor Guard. Each member must pass the following skills sheet within three attempts. Move to the skills area and have members practice the skills.

NAME:	e-mail:	Phone:	
1			
2			
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12			
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14			
15.			

Wisconsin EMS Honor Guard Association Policies



MEMBER FINAL SKILLS EVALUATION TO BECOME A FULL MEMBER

Member being evaluated: _____

District Number: _____ Eval by: _____

Date: _____ - _____ - _____ Attempt #: 1 2 3 []Final to become full member

Commands: (Start from the position of attention)	Circle or	Circle
Attention	Pass	Fail
Parade Rest	Pass	Fail
Attention	Pass	Fail
Left face	Pass	Fail
About face	Pass	Fail
Right face	Pass	Fail
About face	Pass	Fail
Present Arms	Pass	Fail
Order Arms	Pass	Fail
(Member is now given a rifle, start at order arms)		
Port Arms	Pass	Fail
Present Arms	Pass	Fail
Order Arms <i>(go to port arms)</i>	Pass	Fail
Right face	Pass	Fail
Right face	Pass	Fail
About face	Pass	Fail
Left face	Pass	Fail
Left face	Pass	Fail
Order arms	Pass	Fail
Parade Rest	Pass	Fail
Attention	Pass	Fail

DISMISSED! Final Eval must score 20/20. Copy to District Director, Copy to State Commander

With my Signature below, I agree to maintain the highest skill standards and fulfill the mission of the WI EMS Honor Guard Association with honor, dignity, and pride.

Member signature

Wisconsin EMS Honor Guard Association Policies



Wisconsin EMS Honor Guard Association, Inc

SIGN IN FOR QUARTERLY DRILL/TRAINING

TRAINING DATE: _____ [] State training [] District level (District) _____

LOCATION: _____

TRAINING OFFICER IN COMMAND: _____

DISTRICT DIRECTOR: _____

TRAINING/DRILL OBJECTIVES:

1

2.

3.

NAME:	e-mail:	Phone:	
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POLICY 8 - Centralized Financial Control & Compliance

I. PURPOSE AND COMMAND INTENT

POLICY 8 - Centralized Financial Control and Compliance

This policy establishes the mandatory financial control framework for all districts operating under the Wisconsin EMS Honor Guard Association.

The intent of this doctrine is to:

- Preserve the Association's 501(c)(3) compliance
- Maintain absolute financial accountability across all districts
- Standardize procurement, equipment, and purchasing practices
- Ensure complete audit readiness at all times
- Eliminate financial fragmentation and unauthorized activity

All district financial operations exist solely under the authority of the State Association and shall be executed in strict accordance with this policy.

II. EXECUTIVE SUMMARY — OPERATING MODEL

All financial activity is centralized at the State Association level.

Districts:

- Do NOT maintain independent or unauthorized bank accounts
- Do NOT operate as separate financial entities
- DO maintain tracked balances via State-managed ledgers

Core Requirements:

- All funds (fundraising, donations, grants) -> remitted immediately to the State Association
- All spending → PRE-APPROVED through procurement system
- All payments -> PROCESSED by State Adjutant Officer
- All records → RETAINED for audit and compliance

This system ensures:

- IRS compliance
- Financial transparency
- Standardized operations
- Full audit traceability

III. AUTHORITY AND STRUCTURE

District Legal and Charitable Status. Only the Wisconsin EMS Honor Guard Association, Inc., is recognized as a nonprofit and charitable entity. The Association's 501(c)(3) status, EIN, Wisconsin Department of Financial Institutions recognition, financial accounts, charitable receipts, and reporting apply only to the Association as a whole.

Districts may not apply for separate nonprofit status, charitable status, tax-exempt status, DFI registration, fiscal sponsorship, an EIN, a bank account, a grant account, a merchant account, or a donation platform. Districts may not present themselves as independent or separate from the Association.



POLICY 8 - Centralized Financial Control & Compliance

3.1 Command Authority

The Executive Board retains full financial authority over all district operations.

Districts are:

- Operational subdivisions
- NOT independent financial bodies
- NOT authorized to act outside Association policy

3.2 Centralized Finance Standard (MANDATORY)

All financial activity SHALL be processed through the State Association. No district may receive, deposit, retain, spend, or control funds outside the centralized Association system.

The State will maintain:

- District-specific balance sheets
- Individual income/expense ledgers
- Centralized banking and reporting structure

This provides:

- District-designated accounting categories only
- Unity of legal, charitable, and financial control by the Association

IV. FUNDS CONTROL AND HANDLING

4.1 Mandatory Remittance

District Directors and district officers shall not collect or hold funds on behalf of a district. If Association-approved funds are received, they SHALL:

- Submit ALL funds without delay
- Include complete supporting documentation
- Maintain zero off-system funds

Accepted documentation includes:

- Receipts
- Donor records
- Grant awards
- Event summaries
- Deposit breakdowns

Failure to comply = policy violation

4.2 Donations, Grants, and Fundraising

ALL financial activity must:

- Use the official Association name and EIN
- Comply with IRS 501(c)(3) regulations
- Receive prior approval for grant submissions

Districts are prohibited from:

- Independent grant applications
- Unauthorized fundraising structures
- Use of alternate accounts or identities

V. PROCUREMENT AND EXPENDITURE CONTROL

5.1 Absolute Rule

NO PURCHASES WITHOUT PRIOR APPROVAL



POLICY 8 - Centralized Financial Control & Compliance

5.2 Required Process

Every expenditure MUST include:

1. Purchase Request Submission
2. Justification and operational need
3. Quote or invoice (when applicable)
4. Approval (per authority level)
5. Payment by State Adjutant Officer

Unauthorized purchases:

- May be denied reimbursement
- May trigger corrective action

5.3 Equipment Standardization

All equipment SHALL:

- Meet Association specifications
- Maintain uniform appearance
- Be sourced from approved vendors

No substitutions without:

- Formal request
- Executive approval

All equipment:

- Logged
- Assigned
- Accountable to a custodian

VI. TRANSPARENCY, REPORTING, AND OVERSIGHT

6.1 Full Access Requirement

The Executive Board maintains unrestricted access to:

- | | |
|-------------|------------------------|
| • Ledgers | • Invoices |
| • Receipts | • Reports |
| • Approvals | • Supporting documents |

6.2 Mandatory Reporting

Districts SHALL submit:

- Monthly financial records and formal quarterly financial reports (minimum), plus additional reports as directed.

Each report includes:

- | | |
|----------------------------|------------------------|
| • Balance summary | • Fundraising activity |
| • Income/expense breakdown | • Outstanding issues |



POLICY 8 - Centralized Financial Control & Compliance

VII. ROLES AND RESPONSIBILITIES

District Director

- Temporarily receive approved funds only when designated, and immediately remit funds to the State Association with proper documentation
- Maintain documentation integrity
- Initiate purchase requests
- Support reporting and audits

State Adjutant Officer

- Receive and deposit funds
- Maintain ledgers and balances
- Execute approved payments
- Retain all financial records

Executive Board

- Approve expenditures and budgets
- Enforce compliance
- Conduct audits
- Issue corrective actions

VIII. STANDARD FINANCIAL WORKFLOW

District → Submission → State Review → Approval → Payment → Ledger Entry → Audit

This workflow is mandatory for ALL transactions.

IX. REQUIRED RECORD SYSTEM (NON-NEGOTIABLE)

Every transaction must include:

- Source documentation
- Remittance form
- Purchase request
- Invoice/quote
- Approval record
- Proof of payment
- Ledger entry
- Quarterly summary inclusion

X. ENFORCEMENT AND COMPLIANCE

Violations of this policy may result in:

- Denial of reimbursement
- Suspension of purchasing authority
- Removal from position
- Formal corrective action by the Executive Board

XI. DISTRICT DIRECTOR — COMMAND QUICK GUIDE

- Turn in ALL funds immediately
- NEVER hold or manage funds independently
- ALWAYS submit documentation
- NEVER purchase before approval
- USE standardized equipment only
- RETAIN copies of all submissions
- PREPARE for audit at any time



POLICY 8 - Centralized Financial Control & Compliance

XII. RECORD RETENTION AND ACCESS

The Adjutant Officer shall maintain Association records in accordance with this policy, the Bylaws, and applicable law. Records may be maintained electronically when access, backup, confidentiality, and integrity are preserved.

Record Retention Schedule:

Permanent: Articles of incorporation, IRS determination letters, bylaws, amendments, board minutes, major contracts, insurance policies, tax-exempt records, and official policy manuals.

Seven years: Financial statements, bank records, receipts, donation records, grant records, invoices, reimbursement records, purchase requests, audit materials, and fundraising documentation.

Five years after separation or final action: Membership applications, background review summaries, membership status records, discipline records, appeals, resignation/removal documentation, and issued-property records.

Three years: Training attendance, drill records, skills evaluations, uniform inspection records, equipment inspection records, and routine operational reports, unless associated with an injury, claim, dispute, or LODD event.

Permanent or as directed by the Executive Board: LODD, serious injury, funeral honors, memorial records, major incident documentation, and historical Association records.

Confidential records shall be accessible only to officers or designees with a legitimate Association need. Records subject to legal hold, audit, investigation, insurance claim, or dispute shall not be destroyed until released by the Executive Board or legal counsel.

XIII. OFFICIAL DOCTRINE DECLARATION

This document is the official financial control doctrine of the Wisconsin EMS Honor Guard Association, Inc. This doctrine is: FINAL, ENFORCEABLE, MANDATORY, NON-NEGOTIABLE.

No district, officer, or member is authorized to deviate from this system.

end

Wisconsin EMS Honor Guard Association Policies



POLICY 8 - Centralized Financial Control & Compliance

Form A — District Financial Submission / Remittance Form

Use for fundraising proceeds, donations, grants, or other district income being turned in to the State Association.

District		Date Submitted	
Submitted By		Phone / Email	
Type of Funds	☐ Fundraising ☐ Donation ☐ Grant ☐ Other	Amount Submitted	
Source / Event / Donor		Date Funds Received	
Purpose / Notes			
Supporting documents attached	☐ Receipts ☐ Donor list ☐ Grant record ☐ Event summary ☐ Deposit detail	Number of pages attached	
District Director Signature		Date	
State Received By		Date Received	

Submission checklist: ☐ Funds counted ☐ Documentation attached ☐ Copy retained by district ☐ Packet sent to State

Wisconsin EMS Honor Guard Association Policies



POLICY 8 - Centralized Financial Control & Compliance

Form B — District Purchase Request

Use before any purchase is made. Unauthorized purchases may be denied reimbursement.

District		Request Date		Needed By	
Requested By		Email / Phone		Budget Line	
Item or Service Requested					
Justification / Operational Need					
Vendor		Estimated Cost		Quote / Invoice Attached	☐ Yes ☐ No
Standardized item?	☐ Yes ☐ No	Alternative requested?	☐ Yes ☐ No	Reason for exception	
District Director Approval		Date		Board Approval Required	☐ Yes ☐ No
Executive Board Approval		Date		Payment Status	☐ Pending ☐ Paid

Payment processing note: after approval, the invoice is paid by the State Association and filed in the district ledger.

Wisconsin EMS Honor Guard Association Policies



POLICY 8 - Centralized Financial Control & Compliance

Form C — Quarterly District Finance Report

Submit quarterly, or more frequently if directed.

District		Quarter Ending		Prepared By	
Beginning Balance		Total Income		Total Expense	
Ending Balance	Fundraising Activity Summary				
Outstanding Reimbursements / Invoices					
Equipment Purchased This Quarter					
Issues Needing Board Review					
District Director Signature		Date		State Review	

Wisconsin EMS Honor Guard Association Policies



POLICY 8 - Centralized Financial Control & Compliance

Form D — Executive Board Audit / Review Checklist

Use during periodic review, corrective action, or year-end reconciliation.

#	Audit item	Result	Notes/corrective action
1	District funds were promptly remitted to the State Association.	☐ Pass ☐ Needs follow-up	
2	Each deposit had supporting source documentation.	☐ Pass ☐ Needs follow-up	
3	District ledger balances matched supporting records.	☐ Pass ☐ Needs follow-up	
4	Approved purchase requests supported purchases.	☐ Pass ☐ Needs follow-up	
5	Quotes or invoices were attached when required.	☐ Pass ☐ Needs follow-up	
6	Payments were made by the State Association rather than the district, spending outside the process.	☐ Pass ☐ Needs follow-up	
7	Equipment purchases matched approved standards and custodianship records.	☐ Pass ☐ Needs follow-up	
8	Quarterly reports were submitted on time.	☐ Pass ☐ Needs follow-up	
9	Exceptions or corrective actions were documented.	☐ Pass ☐ Needs follow-up	
10	Records were filed and accessible for board review.	☐ Pass ☐ Needs follow-up	

Reviewed By		Review Date	
Overall Status	☐ Compliant ☐ Minor corrections ☐ Corrective action required	Follow-Up Due	

Wisconsin EMS Honor Guard Association Policies



POLICY 8.1 - Approved Equipment and Suppliers

The purpose of this policy is to establish a standardized, controlled list of approved equipment and authorized suppliers for all Wisconsin EMS Honor Guard Association operations. This policy supports a uniform appearance, consistent training, safe ceremonial execution, inventory control, and compliance with the Association's procurement and financial policies.

8.1.2 Policy Statement

All equipment used by districts and members for official Honor Guard operations shall be limited to items listed on the approved equipment catalog in this policy. No substitutions, deviations, or unauthorized purchases are permitted without prior approval from the Executive Board.

8.1.3 Authority

The Approved Equipment and Supplier Catalog is issued under the authority of the State Association Executive Board. The Executive Board retains full authority to approve, deny, modify, or remove equipment, suppliers, and catalog items at its discretion.

8.1.4 Standardization Requirements

To maintain a professional and disciplined appearance, all districts shall use identical or functionally equivalent equipment as specified in the approved catalog. Standardization applies to replica rifles and accessories, flags and flag hardware, flagpoles and mounting systems, carrying and transport equipment, ceremonial accessories, and uniform-related support equipment. Standardization is mandatory to ensure consistent drill execution, visual uniformity, and interoperability among districts.

8.1.5 Authorized Suppliers

The primary approved supplier for listed ceremonial equipment is Glendale Parade Store, purchased through the Association account when available. Additional vendors may be authorized by the Executive Board when an item is unavailable, discontinued, or otherwise unsuitable. The supplier catalog number, SKU, or model number shall be used for ordering and inventory tracking.

8.1.6 Procurement Compliance

All equipment purchases must comply with the Association Procurement Policy. Purchases shall be submitted through an approved Purchase Request, align with the approved catalog, receive required approval before purchase, and be processed and paid through the State Association unless otherwise authorized. Unauthorized purchases will not be reimbursed and may result in corrective action.

8.1.7 Safety and Operational Readiness

Approved equipment has been selected to meet established standards for safety, durability, appearance, and ceremonial function. The use of non-approved equipment is prohibited due to the risk of equipment failure, injury, inconsistent drill movements, or degradation of ceremonial standards. Districts are responsible for maintaining issued equipment in clean, serviceable condition and ensuring proper storage, transport, and handling.

8.1.8 Training Consistency

All training, drill movements, and ceremonial procedures shall be conducted using approved equipment. Standardized equipment ensures consistency in weight, balance, dimensions, and handling characteristics, which is critical for precision movements and coordinated operations across all districts.

Wisconsin EMS Honor Guard Association Policies



POLICY 8.1 - Approved Equipment and Suppliers

8.1.9 Inventory and Accountability

All equipment purchased under this policy remains the property of the Wisconsin EMS Honor Guard Association. Districts shall maintain an inventory of assigned equipment, ensure proper tracking and accountability, promptly report any loss or damage, and return equipment upon request or reassignment.

8.1.10 Operational Support Equipment - Go Bag

Each district shall maintain a designated Go Bag containing essential operational and emergency-use items. Consumable Go Bag items shall be replenished using district funds in accordance with procurement procedures. The Go Bag may include extra ascots, shoulder cords, shoelaces, polish cloths, first aid supplies, cap devices, white gloves in sizes small through XL, and other miscellaneous operational support items approved by the Association.

8.1.11 Enforcement

Failure to comply with this policy may result in denial of reimbursement, revocation of purchasing privileges, equipment recall, or disciplinary action as determined by the Executive Board.

8.1.12 Summary

The Approved Equipment and Supplier Catalog serves as the authoritative control mechanism for Honor Guard equipment. It protects uniformity, safety, fiscal accountability, and professional ceremonial standards across the Association.



POLICY 8.1 - Approved Equipment and Suppliers

This catalog replaces the prior hyperlinked equipment list. Supplier catalog numbers, SKUs, and model numbers are provided for purchase requests and inventory control. Catalog numbers should be verified at the time of purchase because suppliers may update product numbering or options.

Approved Supplier	Catalog / Model No.	Approved Item	Qty	Notes / Restrictions
Glendale Parade Store	M1000R	DrillAmerica M1 Garand Replica Rifle, 9 lb	2	Approved primary replica rifle.
Glendale Parade Store	DA30 Rifle	DrillAmerica Parade Replica Rifle, 5 lb	0 or 2	Optional alternate replica rifle; Executive Board approval required before substitution.
Glendale Parade Store	M30	Replica 1903 Springfield Parade Rifle	0	Not standard issue; listed only if specifically authorized.
Glendale Parade Store	200 Heavy Slings	Heavy web rifle sling, white with nickel hardware, 1-1/4 inch	2	For approved replica rifles.
Glendale Parade Store	24	Double rifle airline-approved case	2	Hard transport case.
Glendale Parade Store	33WI	Rifle case, soft-sided, with or without imprint	2	Soft transport case.
Glendale Parade Store	70 Poles	Traditional-fit aluminum pole, 8 ft x 1-1/4 in, gold, two-piece	3	For Star of Life, Wisconsin, and Memorial flags.
Glendale Parade Store	70 Poles	Traditional-fit aluminum pole, 9 ft x 1-1/4 in, gold, two-piece	1	For the United States flag.
Glendale Parade Store	94TG	Traditional-fit aluminum telescoping pole, 5 ft to 9 ft x 1-1/4 in, gold	3	Optional/alternate telescoping pole.
Glendale Parade Store	66	Vinyl flag bag, clear front with zipper closure	3	Flag storage bag.
Glendale Parade Store	1904 Carriers	Web flag carrier, white, single or double harness as assigned	3	Flag-carrying harness.
Glendale Parade Store	67	Parade flagpole carrying case	2	Soft pole and flag transport case.
Glendale Parade Store	65	Airliner flag carrying case, telescoping	1	Hard/airline flag carrier case.
Glendale Parade Store	60	Dust cover	4	Flag and ornament dust cover.
Glendale Parade Store	31G Spears	Fancy spear flagpole topper, gold styrene or brass as approved	3	Use approved finish to maintain uniformity.
Glendale Parade Store	7S	Gold eagle, plastic, antique gold finish	1	United States flag pole topper.
Glendale Parade Store	L Stands	Liberty floor stand, gold, 15 lb	0	Optional stand, not district standard issue unless authorized.
Glendale Parade Store	0210 Flags	United States flag, 3 ft x 5 ft, indoor/parade nylon with fringe	1	Official U.S. flag.
Any approved supplier	N/A	United States practice flag, 3 ft x 5 ft, no fringe	2	Practice flag; may be purchased locally if quality is acceptable.
Glendale Parade Store	7610 Flags	Star of Life flag, 3 ft x 5 ft, nylon with pole hem and gold fringe	1	EMS ceremonial flag.
Glendale Parade Store	22000 Flags	Wisconsin state flag, 3 ft x 5 ft, indoor/parade nylon with fringe	1	State flag.
Glendale Parade Store	7851	EMS Memorial Flag, 3 ft x 5 ft, black/green memorial flag	1	Memorial flag.
Glendale Parade Store	2220 Flags	Flag accessories: pole attachments, rings, snap hooks, flag ties, adapters, ferrules, or replacement parts	3	Order specific accessory selection as needed.
Glendale Parade Store	70L Belts	Cotton web waist belt, white, nickel buckle/tip as approved	1	For saber or sidearm ceremonial use.
Association/District	N/A	Go Bag with approved emergency and operational support supplies	1	Consumables replenished with district funds.



POLICY 8.1 - Approved Equipment and Suppliers

GO BAG

Each district will be provided with a “Go Bag” which contains the following items:

These items are not to be provided to new members; rather, they should be carried by you or the training officer to any events or funerals for the Just in Case “I forgot my....” “My shoe lace just broke.” “I lost my”

Go Bag (backpack) contents:

- (2) pairs of each size of parade gloves: Med, Lg, and XL
- (1) Extra shoulder cord
- (1) Dark Navy tie and a yellow ascot
- (2) Microfiber shoe shine, clothes, and polish (in a sealed, tight baggie)
- (3-4) Pairs show laces for dress shoes (someone always breaks one right before go time)
- Spare Cover (cap) device
- Extra caduceus and backers for collar pins
- Sewing kit (for emergency button repairs)
- First aid kit with band aids, blister care, pain cream (Lido), acetaminophen/NSAIDS
- Cough drops/hard candy mints.
- Tide pen and Shout stain wipes
- Sun block
- Multitool for repairs
- Ink pens and paper for notes
- District Directors business cards
- WI EMS HG funeral sympathy cards and envelopes
- Recruitment postcards/brochures
- Other items you find necessary that we did not provide (*share with us all*)



POLICY 8.1 - Approved Equipment and Suppliers



POLICY: CEREMONIAL RIFLE PRESENTATION & SLING STANDARDS

1. Purpose

The purpose of this policy is to establish uniform standards for the use, presentation, maintenance, and sling-attachment procedures for ceremonial replica rifles used by the Wisconsin EMS Honor Guard Association during funeral honors, memorial ceremonies, parades, civic events, and ceremonial details.

IT IS OF UTMOST IMPORTANCE – AT NO TIME SHALL ANY MEMBER BRING OR SUPPLY THEIR OWN WEAPON, as it goes against all risk management and best practices documented.

2. Authorized Ceremonial Rifles

The following ceremonial rifles are approved for official Wisconsin EMS Honor Guard ceremonial use:

Approved Models

- Drill America MK1 Replica Rifle
- Drill America Brown M1 Garand Replica Rifle

Both rifles shall:

- | | |
|---|--|
| <ul style="list-style-type: none">• Be maintained in ceremonial condition• Remain free of damage or excessive wear | <ul style="list-style-type: none">• Have properly functioning sling swivels• Utilize approved white web parade slings |
|---|--|

3. Approved Sling

Authorized Sling Type

- White web parade sling from Glendale Parade Store

Sling Requirements

- | | |
|--|--|
| <ul style="list-style-type: none">• Clean and bright white• No stains, tears, or fraying• Standardized length adjustment across all rifles | <ul style="list-style-type: none">• Properly secured to front and rear swivels• No twisting of sling material |
|--|--|



POLICY 8.1 - Approved Equipment and Suppliers

4. Uniform Sling Configuration

All ceremonial rifles shall:

- Maintain identical sling adjustment lengths
- Present a flat, wrinkle-free appearance
- Have all hardware aligned consistently

This ensures:

- Uniform appearance during ceremonies
 - Consistency during manual of arms
 - Professional presentation during Line of Duty Death honors
-

5. Rifle Inspection Standards

Prior to deployment:

- Sling shall be inspected for cleanliness
 - Swivels checked for secure mounting
 - Rifle exterior wiped clean
 - Chrome or metal surfaces polished
 - Sling attachment verified by Training Officer or Team Leader
-

HOW TO ATTACH A WHITE WEB PARADE SLING

Step 1 — Identify Sling Swivels

Both rifles include:

- Rear sling swivel near the buttstock
- Front sling swivel near the forward barrel band

These attachment points secure the white parade sling taut.





WISCONSIN EMS HONOR GUARD ASSOCIATION

FLAG ATTACHMENT GUIDELINES FOR 3' x 5' FLAGS ON GOLD ALUMINUM TELESCOPING FLAG POLES

1 CARABINER ATTACHMENT (WITH GROMMETS)

For flags WITH brass grommets.
Most common and recommended method.

1. Clip a carabiner to the top grommet.
2. Clip a second carabiner to the bottom grommet.
3. Attach each carabiner to the pole rings.
4. Ensures the flag is secure, flies freely, and is easy to remove.



FLAG TOPPER GUIDE

AMERICAN EAGLE TOPPER



USED FOR AMERICAN FLAGS ONLY
WITH NO EXCEPTIONS.
The American flag must always be presented above all other flags.

SPEAR TOPPER



USED FOR ALL OTHER FLAGS
Includes Wisconsin Flags, White EMS Flags, and Black EMS Memorial Flags.
Never used on the American Flag.

2 FLAG SLIPS OVER POLE (NO GROMMETS)

For flags WITHOUT grommets.
Example: EMS Memorial Flag.

1. Slide the pole through the sewn sleeve at the left edge of the flag.
2. Pull the flag down until it reaches the desired position.
3. Secure at the bottom with the pole adjustment collar or a pole ring if preferred.
4. Allows the flag to slide on and off smoothly without hardware.



EMS MEMORIAL FLAG



(NO FRINGE – SLIPS OVER POLE)

3 GOLD ALUMINUM TELESCOPING FLAG POLE – HOW IT WORKS



1. Fully retracted
Compact for transport and storage.



2. Loosen the adjustment collar
Rotate counterclockwise to unlock.



3. Extend to desired height
Pull up on the top section(s) to extend the pole.



4. Tighten the adjustment collar
Rotate clockwise to secure the pole in place.



5. Ready for use
Strong, secure, and ideal for indoor or outdoor use.

4 GOLD FIXED LENGTH FLAG POLE

8' FIXED LENGTH

For American Flags Only



The American flag must always be presented above all other flags.

7' FIXED LENGTH

For All Other Flags



All other flags must be on 7' poles.

5 GENERAL GUIDELINES

- Use the correct attachment method for each flag.
- American flags must always be on 8' poles and presented above all other flags.
- All other flags must be on 7' poles.
- Use the gold eagle topper for American flags only.
- Use the gold spear topper for all other flags (Wisconsin, White EMS, and Black EMS Memorial flags).
- Keep all flags clean, pressed, and in good condition.
- Inspect poles, rings, carabiners, and collars before each event.
- Ensure all flags are secure and fly freely.
- Treat all flags with respect in honor of those we serve.

Service – Integrity – Respect

Policy 25 – Effective 2025



POLICY 9 - Meetings, Drills, and Events

1. Purpose

This policy establishes requirements and procedures for:

- Meetings of the Association;
- Training drills at the District and State levels;
- Participation standards for operational readiness;

All provisions shall be interpreted in accordance with the Association's Bylaws and governance structure.

2. Meetings

2.1 Annual Meeting

- The Association shall hold an **Annual General Business Meeting** each year, typically in April, unless otherwise determined by the Executive Board.
- The meeting shall be conducted under the authority of the Executive Board and include:
 - Reports on operations and activities;
 - Financial reports;
 - Strategic or policy discussions;
 - Any other business properly brought before the meeting.

2.2 Executive and State Board Meetings

- The Executive Board and State Board shall meet at intervals defined by the Bylaws (minimum quarterly recommended for State Board).
- Meetings may be conducted:
 - In person; or
 - By remote communication (virtual/electronic means), provided all participants can hear and communicate with each other simultaneously.
- Participation by remote means shall constitute presence for quorum and voting purposes, consistent with Wisconsin nonprofit law.

2.3 Special Meetings

- Special meetings of the Executive Board or State Board may be called in accordance with the Bylaws.
- Notice requirements shall follow the Bylaws or established policy.

2.4 Attendance and Participation

- Active members may attend meetings of the Association unless otherwise restricted (e.g., executive session).
 - Participation (voice and vote) is governed as follows:
 - Voting rights are limited to authorized Board members as defined in the Bylaws;
 - General members may participate in discussions when recognized by the presiding officer.
 - All meetings shall be conducted in accordance with the Association's adopted parliamentary authority (e.g., Robert's Rules of Order).
-



POLICY 9 - Meetings, Drills, and Events

2.5 Member Conduct

- Members shall conduct themselves in a professional and respectful manner during meetings.
- Disruptive behavior may result in removal from the meeting at the discretion of the presiding officer.

2.6 Suspension and Loss of Privileges

Members who are suspended or not in good standing:

- Shall not have voting rights;
- Shall not hold or run for office;
- May be restricted from participation in meetings as determined by leadership and consistent with the Bylaws.

3. District Training and Drills

3.1 Scheduling

- District training and drills shall be scheduled by the District Director in coordination with the District Training Officer.
- Notice of drills shall be provided at least **ten (10) days in advance**, including:
 - Date and time;
 - Location;
 - Required equipment or uniform.

3.2 Minimum Requirements

- Each District shall conduct a minimum of **four (4) training drills annually** (quarterly).
- Additional drills are encouraged to maintain operational readiness.

3.3 Attendance Requirements

- Members must attend a minimum of 60% of District drills and events annually to maintain active status, as defined in Policy 3.

4. Statewide Training and Drills

4.1 State Drill Requirements

- The Association shall conduct **statewide training events** as directed by the State Training Officer and approved by the Executive Board.
- A target of **at least one (1) to three (3) statewide drills or training events annually** is recommended, subject to operational needs and resources.

4.2 Member Participation

- Active members are strongly encouraged—and may be required by directive—to attend at least one statewide training event per year.
- Attendance may be used to:
 - Maintain certification or operational readiness;
 - Standardize procedures across districts;
 - Evaluate statewide capabilities.



POLICY 9 - Meetings, Drills, and Events

5. Events and Operational Readiness

5.1 Deployment Readiness

- All members must maintain training and readiness standards to participate in:
 - Line-of-duty death responses;
 - Ceremonial functions;
 - Public service events.
-

5.2 Authority at Events

- Operational authority at events shall follow the chain of command established in Policy 1:
 - State Commander (or designee) for statewide events;
 - District Director (or designee) for district-level events.
-

5.3 Professional Standards

All members participating in drills or events shall:

- Adhere to uniform and appearance standards;
 - Follow established ceremonial protocols;
 - Conduct themselves with professionalism and respect at all times.
-

6. Supremacy of Bylaws

This policy is subordinate to the Constitution and Bylaws of the Association.
In the event of any conflict, the Bylaws shall prevail.

End



POLICY 10 - Funeral Service Levels and Details

This policy defines the services provided by the Wisconsin EMS Honor Guard (WIEMSHG) and establishes standardized honors for deceased EMS personnel and for official ceremonial events.

The goal is to ensure **consistent, dignified, and professional honors** in accordance with recognized standards, including the **National EMS Memorial Service**.

2. GUIDING PRINCIPLES

- All services shall be conducted with **dignity, respect, and professionalism**
- Honors will be rendered **consistently across all districts**
- The level of service provided will be based on the **classification of the death or event**
- The wishes of the **family and agency** will be respected within operational capabilities

3. CLASSIFICATION OF DEATHS

A. Line of Duty Death (LODD)

A Line of Duty Death is defined as the death of an EMS provider resulting from:

- Traumatic injury sustained during an EMS response or official duty
- Cardiac event occurring within **48 hours of a duty shift**
- Occupational illness directly attributed to duty (e.g., cardiac, cancer, stroke)
- Psychological injury related to duty, including **PTSD-related death or suicide**, when recognized by the appropriate authority

Authorized Honors for LODD

The following honors **should be provided to the fullest extent possible**:

- | | |
|---|---|
| • American Flag draping of casket | • Graveside honors and flag presentation |
| • Badge shroud | • Bugler (Taps) and/or bagpiper |
| • Bell Service and/or Last Call | • Coordination with military honors (if applicable) |
| • Casket Guard | • Submission to the National EMS Memorial |
| • Honor Guard and Color Guard | • Representation at national memorial services |
| • Corridor of Honor (all uniformed personnel) | |
| • Procession of emergency vehicles | |
| • Pallbearers (if requested) | |

B. Active Member Death (Non-LODD)

Defined as the death of an active EMS provider (career or volunteer) **not directly related to duty**.

Authorized Honors

- EMS Flag (if authorized)
- Badge shroud
- Bell Service and/or Last Call
- Casket Guard
- Honor Guard and/or Color Guard
- Corridor of Honor



POLICY 10 - Funeral Service Levels and Details

C. Retired Member Death

Defined as the death of a former EMS provider who previously served in an official capacity.

Authorized Honors

- Badge shroud
- Honor Guard presence (as available)
- Corridor of Honor
- Optional ceremonial participation based on resources

Note: Military honors are coordinated separately when applicable.

4. CEREMONIAL AND COMMUNITY SERVICES

WIEMSHG may provide ceremonial support for:

- Presentation of Colors
 - Parades
 - Conferences and conventions
 - Graduation ceremonies
 - Award and recognition events
 - Memorial services
-

5. REQUEST AND SCHEDULING

- Requests should be submitted **as early as possible**, preferably **2–4 weeks in advance**
 - Events are assigned by **district**, with state support as needed
 - Final participation is based on:
 - Availability of personnel
 - Operational commitments
 - Travel considerations
-

6. HOST AGENCY RESPONSIBILITIES

Requesting agencies should:

- Provide event details in advance
 - Ensure adequate space for staging and operations
 - Provide basic accommodations when appropriate:
 - Water and refreshments
 - Changing or staging areas
 - Coordinate a point of contact for the event
-

7. OPERATIONAL AUTHORITY

- The **State Commander or designee** has final authority over:
 - Level of honors provided
 - Resource allocation
 - Modifications based on circumstances
-

8. LIMITATIONS

- WIEMSHG is a **volunteer Association**; services are subject to availability
 - Not all honors may be possible in every situation
 - Services may be adjusted based on:
 - Weather
 - Safety concerns
 - Personnel availability
-



POLICY 10 - Funeral Service Levels and Details

9. COORDINATION WITH OTHER AGENCIES

- WIEMSHG will coordinate with:
 - Fire and law enforcement honor guards
 - Military units (for veteran honors)
 - Funeral directors and event organizers
-

10. PROFESSIONAL CONDUCT

All members participating in services shall:

- Follow all uniform and appearance policies
 - Maintain decorum at all times
 - Adhere to ceremonial protocols and command structure
-

11. ENFORCEMENT

Failure to comply with this policy may result in:

- Removal from participation in honors
- Disciplinary action in accordance with the bylaws



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

This handbook provides standardized guidance for EMS agencies in Wisconsin managing a:

- Line of Duty Death (LODD)
- Serious line-of-duty injury or illness

Its purpose is to ensure all incidents are handled with:

- **Dignity**
- **Consistency**
- **Professional coordination**
- **Family-centered decision-making**

This policy is intended primarily as guidance for ambulance service directors, EMS agency leaders, and agency-designated planning personnel. It is not intended to create an independent Association personnel-file system or to require WIEMSHG to maintain confidential agency employee files.

2. SCOPE

This policy applies to all EMS personnel, including:

- EMTs and Paramedics
- Dispatchers
- EMS pilots
- EMS physicians

3. GUIDING PRINCIPLES

- The family's wishes guide all decisions within law, safety, Association policy, and operational capabilities
- Maintain **confidentiality and professionalism** at all times
- Follow **National EMS Memorial Service standards**
- Utilize **Incident Command System (ICS)** structure
- Coordinate early with the **Wisconsin EMS Honor Guard (WIEMSHG)**

4. PRE-INCIDENT PLANNING (MANDATORY)

A. Personal Information File (Required)

Each member should have a confidential file including:

- Emergency contacts
- Biographical information
- Service history
- Funeral and honors preferences

Personal Information File Access, Storage, Update, and Destruction

Access shall be limited to the ambulance service director, agency chief or administrator, designated human resources or records custodian, and any specifically assigned family liaison or chaplain, when needed for a serious injury, death, or funeral-planning event.



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

Files shall be stored securely by the ambulance service or agency in a locked file, access-controlled electronic folder, or other confidential record system approved by the agency. WIEMSHG should receive only the information necessary to coordinate requested honors and family support. Files should be reviewed with each member at least annually and whenever emergency contacts, family

circumstances, funeral preferences, or changes in agency status.

When a member departs the ambulance service or agency, the file shall be returned to the member or destroyed in accordance with the agency's record-retention policy, unless law, a litigation hold, benefit processing, or written member authorization requires longer retention. Destruction should be documented by the agency.

B. Agency SOP Development

Agencies shall maintain written procedures for:

- Notifications
- Media response
- Funeral and memorial operations
- Personnel assignments

C. Resource Readiness

Maintain access to:

- Flags, mourning bands, bunting
- Dress uniforms and equipment
- Contact lists for partner agencies and support services

5. INITIAL ACTIONS (FIRST 24 HOURS)

A. Scene & Operational Control

- Maintain incident command structure
- Preserve scene integrity
- Limit radio traffic and speculation

B. Communication Control

- Assign a **Public Information Officer (PIO)** immediately
- Restrict social media and unofficial communication
- Prepare controlled messaging

C. Notifications (Priority Order)

1. Next of kin (in person, with law enforcement when appropriate)
 2. Agency leadership
 3. Personnel (controlled internal message)
 4. Government officials
 5. Support agencies
-

Wisconsin EMS Honor Guard Association Policies



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

D. Immediate Support Actions

- Activate **CISM (Critical Incident Stress Management)**
- Secure mutual aid coverage
- Contact WIEMSHG for deployment

6. FAMILY SUPPORT OPERATIONS

A. Family Liaison Officer (FLO)

- Single point of contact for the family
- Available **24/7 throughout process**
- Coordinates all communication and support

B. Immediate Support

- Provide transportation and presence
- Secure private space (hospital/home)
- Assist with communication and logistics

C. Ongoing Support

- Assist with funeral planning
- Coordinate childcare, meals, and logistics
- Support benefit applications
- Maintain long-term contact

7. INVESTIGATION PROTOCOLS

- Law enforcement leads the investigation
- Preserve all evidence and PPE
- Maintain accurate documentation:
 - Reports
 - Radio logs
 - Statements
- Obtain:
 - Autopsy report
 - Death certificate (multiple copies required)

8. NOTIFICATION PROCEDURES (CRITICAL)

A. Notification Team

Should include:

- Senior agency representative
- Chaplain
- Family Liaison Officer
- Law enforcement (as applicable)

B. Notification Standards

- Conduct **in person whenever possible**
- Use clear, direct language
- Do NOT speculate
- Remain with family after notification

Wisconsin EMS Honor Guard Association Policies



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

C. Prohibited Statements

Avoid phrases such as:

- “I know how you feel”
- “It was meant to be”
- “Be strong”

9. COMMAND STRUCTURE (FUNERAL / LODD RESPONSE)

Utilize ICS-style structure:

Key Roles:

1. Funeral Coordinator (WIEMSHG Lead)

- Oversees all ceremonial operations

2. Family Liaison Officer (FLO)

- Primary family contact

3. Public Information Officer (PIO)

- Manages all media

4. Service/Church Coordinator

- Coordinates venue and service

5. Procession Coordinator

- Manages procession logistics

6. Cemetery Coordinator

- Oversees graveside operations

10. FUNERAL CLASSIFICATIONS

Type I – LODD

Full honors (maximum ceremonial support)

Type II – Active Member (Non-LODD)

Modified honors

Type III – Retired Member

Limited honors based on service and availability

11. CEREMONIAL STANDARDS

A. Core Elements (LODD)

- Flag-draped casket
- Honor Guard and Color Guard
- Bell Ceremony / Last Call
- Procession
- Graveside honors
- Taps / Piper
- Flag presentation

B. Key Principle

All honors must be approved by the family.

12. PROCESSION AND GRAVESIDE OPERATIONS

- Establish staging and traffic control
- Define procession order in advance
- Coordinate with law enforcement
- Execute “Walk of Honor” when appropriate

Standard Sequence:

1. Arrival and staging
2. Casket movement with honors
3. Clergy service
4. Honors (bell, Taps, volley if applicable)
5. Flag folding and presentation
6. Final dismissal

Wisconsin EMS Honor Guard Association Policies



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

13. VIEWING / VIGIL (LODD)

- Honor Guard posted at casket
 - Full uniform with gloves and cover
 - CISM support available
 - Controlled and respectful access
-

14. MEMORIAL SERVICE PLANNING

Include:

- Facility size and logistics
 - Seating plan (family first)
 - Program coordination
 - Audio/visual needs
 - Rehearsals for key personnel
-

15. DIGNITARY MANAGEMENT

- Assign a **Dignitary Coordinator**
 - Pre-plan seating, speaking roles, and security
 - Coordinate with federal/state officials
 - Ensure **family remains priority focus**
-

16. SURVIVOR BENEFITS (CRITICAL FUNCTION)

A. Federal

- Public Safety Officers' Benefits (PSOB)

B. State

- Workers' Compensation

C. Other

- Social Security
- Veterans benefits
- Local/agency benefits

Responsibility:

Agency and WIEMSHG shall assist the family through the entire process.

17. MEMORIALIZATION

Agencies are encouraged to:

- Establish memorials or scholarships
 - Support National EMS Memorial participation
 - Maintain annual remembrance activities
-

18. UNIFORM AND CEREMONIAL STANDARDS

- Follow WIEMSHG Uniform Policy
 - Wear mourning bands per protocol
 - Maintain consistent appearance across agencies
-

Wisconsin EMS Honor Guard Association Policies



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

WI EMS HONOR GUARD – CEREMONIAL SCRIPTS & COMMANDS

1. BELL CEREMONY (STANDARD EMS VERSION)

Narration (Chaplain or Designee)

“For centuries, the lives of EMS providers have been closely associated with the ringing of a bell. As they began their tour of duty, the bell signaled the start of their watch. Through the day and night, each alarm was sounded by a bell, calling them to serve—often placing their lives in jeopardy for the sake of others.

And when the call was complete, the bell rang once more, signaling the end of that response. Today, we honor our brother/sister, [Name], whose duty has now come to an end.

Their service was given with courage, dedication, and compassion. And so, we mark the end of their watch.”

Commands + Actions

Officer in Charge (OIC):

- “Honor Guard, ATTENTION.”
- “Color Guard, PRESENT ARMS.” (Bell rung 3 times – pause between each)

OIC:

- “Color Guard, ORDER ARMS.”
- “Honor Guard, PARADE REST.”

2. LAST CALL (RADIO SCRIPT – EMS VERSION)

Dispatcher or Designee

- “Attention all units, stand by for a final call.
- [Unit/Call Sign], this is dispatch.” (*Pause*)
- “[Unit/Call Sign], you have completed your final assignment.
- Your duties are done.
- We thank you for your dedicated service, your compassion, and your sacrifice.
- You will not be forgotten.
- [Name], you are clear of all calls.
- Rest easy. We have the watch from here.”
- “End of watch: [Date].”



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

3. FLAG PRESENTATION (CIVILIAN EMS VERSION)

Presenter (Chief / Commander / Designee)

(Kneel or present respectfully)

“On behalf of a grateful community, and the Wisconsin EMS Honor Guard Association, it is my honor to present this flag as a symbol of our appreciation for the dedicated service and sacrifice of your loved one, [Name].

Their commitment to serving others will never be forgotten.

Please accept this flag as a lasting tribute to their life, their service, and their legacy.

4. HONOR GUARD COMMAND SEQUENCE (FUNERAL – STANDARD)

Casket Movement

OIC Commands:

- “Honor Guard, ATTENTION.”
 - “Present, ARMS” *(as casket passes)*
 - “Order, ARMS.”
-

Walk of Honor

- Personnel at attention
 - Salute held until the casket passes
 - Salute initiated as the casket approaches
-

5. GRAVESIDE COMMAND SEQUENCE

Upon Arrival

- “Honor Guard, ATTENTION.”
 - “Parade, REST” (during service)
-

Before Honors

- “Honor Guard, ATTENTION.”
 - “Present, ARMS.”
-

Taps / Bell / Honors Conducted

After Honors

- “Order, ARMS.”
 - “Honor Guard, PARADE REST.”
-

Final Dismissal

- “Honor Guard, ATTENTION.”
 - “Honor Guard, DISMISSED.”
-



POLICY 11 - Line of Duty Death (LODD) and Serious Injury Planning

6. CHAPLAIN – GRAVESIDE PRAYER (NON-DENOMINATIONAL)

“Let us pray.

We gather today with heavy hearts, yet deep gratitude for the life of [Name].

We honor their service, their compassion, and their unwavering commitment to others.

In moments of emergency and need, they answered the call without hesitation.

In moments of fear, they brought calm.

In moments of crisis, they brought hope.

Grant comfort to their family, strength to their colleagues, and peace to all who mourn.

May we carry forward their legacy in how we serve, how we care, and how we remember. Amen.”

7. COLOR GUARD COMMANDS (STANDARDIZED)

- “Color Guard, ATTENTION.”
 - “Color Guard, FORWARD MARCH.”
 - “Color Guard, HALT.”
 - “Color Guard, PRESENT ARMS.”
 - “Color Guard, ORDER ARMS.”
-

8. MOURNING BAND PROTOCOL (COMMAND NOTE)

OIC Reminder (before ceremony):

- “Ensure mourning bands are properly placed on badges.”
 - “Uniform inspection complete.”
-

9. PROCESSION COMMAND NOTES (FIELD USE)

Before Movement:

- Confirm route
- Confirm staging
- Confirm lead vehicle

Command:

- “Procession, PREPARE TO MOVE.”
 - “Procession, MOVE OUT.”
-

10. DISMISSAL SCRIPT (OPTIONAL CLOSING)

OIC or Chaplain:

“This concludes the honors for [Name]. On behalf of the Wisconsin EMS Honor Guard, we thank all who attended and supported this service. We ask that you continue to keep the family, friends, and colleagues in your thoughts.

“Honor Guard—dismissed.”

11. KEY PRINCIPLES (IMPORTANT FOR YOUR TEAM)

- Commands must be clear, slow, and deliberate
- Timing is more important than speed
- Always defer to:
 - Family wishes
 - Religious considerations
 - Agency preferences

Wisconsin EMS Honor Guard Association Policies



POLICY 12 - U.S. Flag Etiquette and Veteran Honors

Upon the family's request, every eligible Veteran shall receive a **military funeral honors** ceremony that includes folding and presenting the United States burial flag and the playing of Taps. The Military Honor Guard will take the lead, and the EMS Honor Guard will work in coordination at funerals, such as Door Guards, ushers, and family liaisons. A United States flag drapes the casket of deceased veterans to honor the memory of their service to the country.

An EMS provider who dies in the line of duty (LODD) as described in our guidelines may also receive these honors with a US flag-draped coffin and flag presentation to the family. These U.S.-flag LODD honors are not provided for Active Member Deaths (Non-LODD); in those cases, the family may choose an EMS flag in accordance with Policy 10.

Flag-draped casket and presentation

If the EMS personnel were a LODD, the United States of America flag is placed on a closed casket so the union blue field is at the head and over the left shoulder of the descendant. (LODD Deaths and Military funerals).

In the case of an active-duty death, the family may choose a white EMS flag. Folded in advance and placed on the casket, ready to present to the family.

After Taps is played, the flag is carefully folded into the symbolic tri-cornered shape. A properly proportioned flag will fold 13 times on the triangles. When folded, no red or white stripe is to be evident, leaving only the blue field with stars.

It is then presented as a keepsake to the next of kin or an appropriate family member.

1. Spouse
2. Oldest Son or daughter
3. Parent(s)
4. Blood or adopted relative
5. Brother or sister
6. Grandparent
7. Relative in accordance with the deceased's domicile.

The Flag Presentation Protocol is as follows:

Stand facing the flag recipient and hold the folded flag waist high with the straight edge facing the recipient. The point of the triangle should point into your abdomen.

Lean toward the flag recipient and solemnly present the flag to the recipient.

'On behalf of the Governor of Wisconsin, and a grateful Nation, please accept this flag as a symbol of our appreciation for your loved one's honorable and faithful service,



POLICY 13 - Folding the American Flag and Appropriate Size Flag

The standard burial flag is 5 feet by 9.5 feet, and that's the size used to drape a casket. A smaller flag can be folded into a triangle, but it won't properly match the burial-flag tradition or fit a display case the same way. The reason only the burial-size flag is used for that triangular presentation is that the fold is part of the funeral honors ritual: it's meant to end with a neat, all-blue triangle symbolizing honor. Other sizes can physically fold into a triangle, but they aren't the standard ceremonial burial flag and may not fold or display correctly for military honors. **U.S. Department of Veterans Affairs**



1. To properly fold the Flag, begin by holding it waist-high with another person so that its surface is parallel to the ground.
Note: If the flag is very large a few more people may be needed on each side or end.



2. Fold the lower half of the stripe section lengthwise over the field of stars, holding the bottom and top edges securely.



3. Fold the flag again lengthwise with the blue field on the outside.



4. Make a triangular fold by bringing the striped corner of the folded edge to meet the open (top) edge of the flag.



5. Turn the outer (end) point inward, parallel to the open edge, to form a second triangle.



6. The triangular folding is continued until the entire length of the flag is folded in this manner.



7. When the flag is completely folded, only a triangular blue field of stars should be visible.

Wisconsin EMS Honor Guard Association Policies



POLICY 15 - Critical First Actions LODD Checklist

SECTION 1 — CRITICAL FIRST ACTIONS CHECKLIST

WITHIN FIRST 15 MINUTES

- | | |
|---|--|
| ☐ Establish radio discipline (no names, limit traffic) | ☐ Activate notification team (DO NOT notify family yet) |
| ☐ Secure the scene and preserve evidence | ☐ Control all information (no media release) |
| ☐ Notify law enforcement | ☐ Establish command post |
| ☐ Notify Agency Director/Chief | |
-

WITHIN FIRST HOUR

- | | |
|---|---|
| ☐ Locate next of kin (verify info) | ☐ Begin agency notifications (after family notified) |
| ☐ Conduct in-person family notification | ☐ Activate the CISM team |
| ☐ Assign Family Liaison Officer | ☐ Prepare media statement (hold release) |
| ☐ Contact Wisconsin EMS Honor Guard | |
| ☐ Notify medical examiner/coroner | |
-

WITHIN FIRST 4 HOURS

- ☐ Assign key roles (Funeral, PIO, Procession, etc.)
- ☐ Hold initial coordination meeting
- ☐ Release public statement (after family approval)
- ☐ Begin investigation documentation
- ☐ Initiate benefits process (PSOB, workers comp, pension)
- ☐ Provide family support (meals, lodging, childcare)
- ☐ Conduct station briefing

WITHIN FIRST 24 HOURS

- | | |
|---|--|
| ☐ Meet with family (funeral preferences) | ☐ Coordinate with Honor Guard |
| ☐ Contact the funeral home | ☐ Establish memorial fund (if applicable) |
| ☐ Order 15–20 death certificates | ☐ Plan ongoing family support |
-

Wisconsin EMS Honor Guard Association Policies



POLICY 15 - Critical First Actions LODD Checklist

SECTION 2 — FIRST 72 HOURS TIMELINE CHECKLIST

HOOR 0–1: INCIDENT RESPONSE

- | | |
|--|--|
| ☐ Establish radio discipline | ☐ Identify and separate witnesses |
| ☐ Secure and document the scene | ☐ Photograph scene |
| ☐ Request law enforcement | ☐ Control access |
| ☐ Preserve all evidence | |

Command

- | | |
|---|--|
| ☐ Notify Chief | ☐ Contact Honor Guard |
| ☐ Establish command post | ☐ Notify coroner |
| ☐ Activate notification team | ☐ Begin documentation |

Communications

- | | |
|--|--|
| ☐ Control information | ☐ Notify dispatch protocols |
| ☐ No names released | ☐ Prepare media holding statement |

HOURS 1–4: NOTIFICATION PHASE

Family

- | | |
|---|--|
| ☐ Locate next of kin | ☐ Arrange transport to hospital |
| ☐ Assemble notification team | ☐ Provide private space |
| ☐ Conduct in-person notification | ☐ Facilitate viewing (if requested) |
| ☐ Assign Family Liaison Officer | |

Agency

- | | |
|---|--|
| ☐ Notify on-duty personnel in person | ☐ Restrict social media |
| ☐ Call all off-duty personnel | ☐ Schedule a briefing |
| ☐ Use standardized script | ☐ Activate CISM |

External

- | | |
|--|---|
| ☐ Notify neighboring agencies | ☐ Notify insurance carriers |
| ☐ Notify state EMS office | ☐ Notify workers' compensation |
| ☐ Notify union/association | |

Wisconsin EMS Honor Guard Association Policies



POLICY 15 - Critical First Actions LODD Checklist

HOURS 4–12: SUPPORT & COORDINATION

Family Support

- ☐ Liaison stays with family
- ☐ Arrange lodging
- ☐ Coordinate meals
- ☐ Arrange childcare
- ☐ Secure home from media
- ☐ Begin funeral discussions
- ☐ Provide benefits info

Media

- ☐ Release initial statement
- ☐ Schedule press conference
- ☐ Assign media liaison
- ☐ Monitor social media
- ☐ Prepare press kit

Investigation

- ☐ Conduct interviews
- ☐ Medical examiner actions
- ☐ Collect records
- ☐ Secure evidence

Team Assembly

- ☐ Assign Funeral Coordinator
- ☐ Assign PIO
- ☐ Assign Procession Coordinator
- ☐ Assign Ceremony Coordinator
- ☐ Conduct a coordination meeting

HOURS 12–24: PLANNING

Funeral

- ☐ Meet with family
- ☐ Determine service type
- ☐ Contact the funeral home
- ☐ Confirm religious needs
- ☐ Develop guest list
- ☐ Identify speakers
- ☐ Plan honor guard
- ☐ Coordinate Honor Guard

Agency Operations

- ☐ Conduct a briefing
- ☐ Provide CISM support
- ☐ Adjust staffing
- ☐ Begin donations
- ☐ Establish a memorial fund
- ☐ Prepare station

Benefits

- ☐ Contact PSOB
 - ☐ File workers comp
 - ☐ Contact pension system
 - ☐ Gather documentation
 - ☐ Order death certificates
-



POLICY 15 - Critical First Actions LODD Checklist

DAYS 2–3: COORDINATION

Funeral Planning

- | | |
|---|--|
| ☐ Finalize service details | ☐ Assign pallbearers |
| ☐ Coordinate clergy | ☐ Plan procession |
| ☐ Select music | ☐ Coordinate traffic control |
| ☐ Confirm speakers | ☐ Arrange reception |
| ☐ Design program | ☐ Prepare flag |
| ☐ Arrange printing | ☐ Arrange honors (bagpipes, rifle volley) |

Logistics

- | | |
|--|--|
| ☐ Reserve venue | ☐ Plan overflow |
| ☐ Arrange seating | ☐ Coordinate cemetery |
| ☐ Coordinate parking | ☐ Arrange graveside setup |
| ☐ Arrange A/V equipment | ☐ Plan reception |

Communications

- | | |
|---|---|
| ☐ Announce funeral | ☐ Prepare media advisory |
| ☐ Notify agencies | ☐ Update website/social |
| ☐ Coordinate dignitaries | ☐ Prepare talking points |

Personnel Support

- | | |
|--|---|
| ☐ Continue CISM | ☐ Uniform prep |
| ☐ Chaplain visits | ☐ Transportation |
| ☐ Peer support | |
-

Wisconsin EMS Honor Guard Association Policies



POLICY 15 - Critical First Actions LODD Checklist

DAYS 4–7: FUNERAL WEEK

Final Prep

- ☐ Venue walkthrough
- ☐ Cemetery walkthrough
- ☐ Brief participants
- ☐ Confirm vendors
- ☐ Print programs
- ☐ Prepare presentation items
- ☐ Final coordination meeting

Viewing

- ☐ Honor guard posted
- ☐ Guest book
- ☐ Agency presence
- ☐ Family support
- ☐ Media control

Funeral

- ☐ Execute ceremony
- ☐ Support family
- ☐ Manage dignitaries
- ☐ Coordinate personnel
- ☐ Conduct honors
- ☐ Capture photos/video

Procession & Graveside

- ☐ Line up vehicles
- ☐ Execute procession
- ☐ Conduct graveside
- ☐ Present flag/badge
- ☐ Final salute

Reception

- ☐ Host meal
- ☐ Provide support space
- ☐ Allow family rest

SECTION 3 — POST-FUNERAL SUPPORT CHECKLIST WEEKS 2–4

- ☐ Maintain family contact
- ☐ Assist with benefits
- ☐ Help with household needs
- ☐ Provide grief resources

MONTHS 2–12

- ☐ Holiday support
- ☐ Anniversary support
- ☐ Establish scholarships
- ☐ Memorial dedication
- ☐ National memorial participation
- ☐ Continued grief support



POLICY 15 - Critical First Actions LODD Checklist

SECTION 4 — SOP DEVELOPMENT CHECKLIST

- | | |
|---|--|
| ☐ Purpose and scope defined | ☐ Funeral planning procedures |
| ☐ Definitions included | ☐ Service types defined |
| ☐ Activation criteria | ☐ Honor guard coordination |
| ☐ Chain of command | ☐ Procession procedures |
| ☐ Role assignments | ☐ Benefits assistance |
| ☐ Family notification procedures | ☐ Long-term support |
| ☐ Agency notification procedures | ☐ Agency member support |
| ☐ Media protocols | ☐ Memorial guidelines |
| ☐ Investigation procedures | ☐ Resource contacts included |
| ☐ Evidence preservation | ☐ Templates/checklists included |
| ☐ Family support plan | |

SECTION 5 — ANNUAL REVIEW CHECKLIST

- | | |
|--|---|
| ☐ Review/update SOP | ☐ Review mutual aid agreements |
| ☐ Update personal information packets | ☐ Conduct annual training |
| ☐ Verify next of kin info | ☐ Update benefits info |
| ☐ Review role assignments | ☐ Evaluate improvements |
| ☐ Update resource directory | ☐ Document review |

SECTION 6 — SCENE & INVESTIGATION CHECKLIST

- | | |
|--|--|
| ☐ Establish scene perimeter | ☐ Secure equipment |
| ☐ Control access | ☐ Impound vehicles |
| ☐ Preserve evidence | ☐ Preserve electronic data |
| ☐ Photograph/video scene | ☐ Collect documentation |
| ☐ Identify witnesses | ☐ Maintain chain of custody |
| ☐ Separate witnesses | |

SECTION 7 — COMMAND POST CHECKLIST

- | | |
|--|--|
| ☐ Establish location | ☐ Maintain logs |
| ☐ Set up communications | ☐ Assign staff |
| ☐ Provide computers/printer | ☐ Control access |
| ☐ Secure documents | ☐ Coordinate operations |

Wisconsin EMS Honor Guard Association Policies



Policy 16 - Chaplaincy Manual

1. PURPOSE

The purpose of this policy is to establish the structure, expectations, and ethical standards of the Wisconsin EMS Honor Guard (WIEMSHG) Chaplaincy Program.

The Chaplaincy exists to provide **non-denominational spiritual, emotional, and moral support** to members, their families, and the EMS community, particularly during times of crisis, grief, and line-of-duty death (LODD).

2. AUTHORITY AND APPOINTMENT

- Chaplains are appointed in accordance with WIEMSHG bylaws.
- Chaplains may serve at the **State or District level**.
- The State Chaplain is appointed by the State Commander or designee. District Chaplains are appointed by District Directors in accordance with the Bylaws and Association policy, subject to Association standards.

Eligibility:

- Clergy status is **not required**, but candidates must demonstrate:
 - Spiritual maturity
 - Emotional intelligence
 - Commitment to service
 - Complete the required online courses by the commander
-

3. MISSION AND ROLE

The mission of the Chaplaincy is to:

- Provide **24/7 crisis support** to EMS personnel
- Offer **grief counseling and emotional support**
- Assist during **funerals, memorials, and ceremonies**
- Support **responder wellness and resilience**
- Serve as a **trusted, confidential resource**

Chaplains serve all members **regardless of faith, belief system, or background**.

4. CORE RESPONSIBILITIES

A. Crisis and Emotional Support

- Respond to critical incidents, including LODD events
- Provide immediate and ongoing emotional care
- Assist members and families coping with trauma, stress, or loss

B. Ceremonial Duties

- Deliver:
 - Invocations
 - Benedictions
 - Memorial prayers
- Participate in funerals, dedications, and official ceremonies

Wisconsin EMS Honor Guard Association Policies



Policy 16 - Chaplaincy Manual

C. Member Support

- Visit:
 - Ill or injured members
 - Bereaved families
 - Members in need of support
- Maintain regular contact through calls, messages, or cards

D. Documentation and Reporting

- Maintain records of:
 - Member contacts (as appropriate)
 - Event participation
- Report activities to the **State Commander or designee**

E. Associational Engagement

- Attend official WIEMSHG events when possible
- Participate in training, drills, and team integration
- Promote chaplaincy awareness within the Association

5. PROFESSIONAL STANDARDS

Required Qualities

Chaplains shall:

- Demonstrate compassion and empathy
- Maintain a positive and professional demeanor
- Be flexible and available as needed
- Exercise sound judgment in sensitive situations
- Represent the Association with integrity

Confidentiality

- All personal communications are **strictly confidential**
- Disclosure is only permitted:
 - With consent
 - When required by law
 - When there is imminent risk of harm

Neutrality

- Chaplains must remain **neutral in internal conflicts**
- Shall not take sides or engage in Associational disputes

6. QUALIFICATIONS AND TRAINING

Chaplains should meet the following standards:

- Completion of a **recognized chaplain training program** (preferred or required by policy)
- Background check with no disqualifying offenses
- Demonstrated understanding of:
 - Crisis intervention
 - Grief support
 - Cultural sensitivity

Wisconsin EMS Honor Guard Association Policies



Policy 16 - Chaplaincy Manual

Ongoing Development:

- Continued education and training are encouraged
- Participation in exercises and team training is expected

7. OPERATIONAL GUIDELINES

A. Availability

- Chaplains should be reasonably available for response
- A rotation or shared coverage model may be implemented

B. Proactive Engagement

- Build relationships with members before crises occur
- Maintain visibility within the Association

C. Cultural and Religious Sensitivity

- Respect all beliefs, including non-religious perspectives
- Do not impose personal beliefs or engage in proselytizing

8. GRIEF MINISTRY PROGRAM

The Chaplaincy may coordinate a Grief Ministry program to:

- Provide individual and group grief support
- Assist families following loss
- Coordinate an **annual memorial service**

9. CODE OF ETHICS

Chaplains shall adhere to the following core ethical principles:

A. Dignity and Respect

- Treat all individuals with dignity regardless of background

B. Competence

- Operate within the training and scope of practice
- Accurately represent qualifications

C. Integrity

- Act honestly and responsibly at all times

D. Professional Boundaries

- Maintain appropriate relationships
- Avoid conflicts of interest

E. Non-Discrimination

- Provide care without bias or prejudice

F. Confidentiality

- Protect all private information

G. Prohibited Conduct

The following are strictly prohibited:

- Proselytizing or imposing beliefs
- Harassment or discrimination
- Exploitation of relationships
- Misrepresentation of credentials

Wisconsin EMS Honor Guard Association Policies



Policy 16 - Chaplaincy Manual

10. COMMUNICATION AND PUBLIC SPEAKING

- Chaplains may use prepared notes or written prayers
 - Public speaking experience is encouraged but not required
 - Authenticity and sincerity are prioritized over presentation style
-

11. FUNERAL AND MEMORIAL SUPPORT

Chaplains play a key role in:

- Supporting families during funeral planning
- Delivering prayers and messages
- Assisting command staff during LODD services

Chaplains shall coordinate with command staff and follow all **Honor Guard ceremonial protocols**.

APPENDIX A – EULOGY PREPARATION GUIDELINES

Key Principles

- A eulogy is written for the **family and loved ones**
- Focus on the individual's **life, character, and legacy**

Preparation Steps

1. Research

- Gather biographical details
- Speak with family and colleagues
- Collect meaningful stories

2. Association

- Develop a theme
- Arrange content logically

3. Delivery

- Express condolences
- Acknowledge family members
- Share personal or collected stories
- Keep tone respectful and supportive

4. Best Practices

- Practice delivery
 - Be prepared for emotional moments
 - Have a backup speaker if needed
 - Provide a written copy to the family
-

12. ENFORCEMENT

Failure to adhere to this policy may result in:

- Removal from chaplain duties
- Disciplinary action in accordance with WIEMSHG bylaws

13. Education and Training

Certificates and licenses for previous education must be submitted to the State Commander.

We provide additional training to our chaplains through the following two courses:

Wisconsin EMS Honor Guard Association Policies



Policy 16 - Chaplaincy Manual

1. A 42-hour online course to review the subjects we expect from our Chaplains. The certificate must be provided to the State Commander upon completion of the course. You will be reimbursed for the training course. <https://www.echap.org/training>

Course #	Class/Topic	Hours	Course Description
100-01	Basics of Community Chaplaincy	3	Find out what it means to be a Chaplain, what they do, their qualifications, and their mission. Gain personal insight into developing an understanding on how you may be used by God to further His Kingdom through service as a community chaplain.
100-02	Building Caring Relationships	3	Learn how building caring relationships unlocks the door to speaking truth into the lives of people in your community. Understanding that building relationships based on trust is fundamental to conveying that you care, which may lead to opportunities to share the gospel.
100-03	Permission & Confidentiality	4	Discover why permission and confidentiality are so important for Chaplaincy. Gain practical skills on how to obtain permission and maintain confidentiality.
100-04	Sharing the Good News	4	Revisit God's mission for His people and discover how to transition everyday conversations toward the Gospel. This course will help you focus on building caring relationships with the hope of gaining permission to share the life-changing Good News of Jesus Christ in a non-threatening manner.
100-05	Health & Hospital Care	3	Explore the health care ministry by reviewing the Scriptural mandate and other reasons for medical ministry, the different types and trends, purposes, and goals, and how permission, confidentiality, and evangelism intersect in health care. Understanding that God allows us all to have different health experiences helps you reach out to others with similar experiences.
100-06	Relationship & Financial Crisis Care	3	Learn how to care for people with relationship problems, facing financial challenges, or going through a divorce. You will learn the importance of defining the boundaries of your ministry as a community chaplain to better help you refer people to professional care.
100-07	Death & Grief Care	6	Learn how grief is addressed in Scripture, discover the definition and causes of grief, and learn how to care for the grieving by applying Scripture to grief care. Gaining an understanding of what grief is and how it affects people better equips you to minister to someone experiencing grief and the death of a loved one.
100-08	Substance Abuse & Addiction Care	4	Study how to care for those struggling with alcohol and substance abuse, the causes of addiction, and how addiction is covered in Scripture. When you understand that God's design for people was for them to be dependent on Him, you can better care for those who avoid the truth and turn to addictive behaviors.

Wisconsin EMS Honor Guard Association Policies



Course #	Class/Topic	Hours	Course Description
100-09	Suicide & Crisis Care	3	Learn how crisis is covered in the Bible, study a practical response to people in crisis, and how to care for those people dealing with suicide. Suicide is difficult to discuss, so increasing your understanding will better prepare you to be there for someone contemplating suicide or the aftermath of a completed suicide on extended family and friends.
100-10	Jail & Detention Center Care	3	Review the legal process for criminal and civil cases, find out what to do when someone is arrested, discover how the bond/bail process works, what to do if you go to court with someone, and the legalities of divorce. Understanding the legal process equips you to minister to those who are facing legal issues.
100-11	Legal Issues & Cultural Diversity	3	Examine laws governing the ministry across a range of situations. Understanding the boundaries for ministry equips you to make wise decisions in your interactions with a diverse population in various circumstances.
100-12	Practical Application	3	Review major principles about Chaplaincy and how to build caring relationships to share the gospel. Investigate ways to apply what you have learned by serving your community and develop an implementation plan.



POLICY 17 - Pipe and Drum Corps

Wisconsin EMS Honor Guard Association

1. Purpose

The Pipe and Drum Corps provide **solemn, dignified musical honors** in support of funeral services, memorial ceremonies, and official Honor Guard functions. The Corps enhances ceremonial presence through traditional music that reflects reverence, respect, and tradition.

2. Authority

The Pipe and Drum Corps operate under the authority of the **State Honor Guard Command Staff** and is subject to all policies governing ceremonial conduct, uniform standards, and deployment.

- Final authority: Executive Board
 - Operational control: Honor Guard Commander or Pipe Master
 - On-scene coordination: Officer in Charge (OIC)
-

3. Mission

The mission of the Pipe and Drum Corps is to:

- Render **musical honors with precision and dignity**
 - Support funeral and memorial services for EMS personnel
 - Preserve and uphold **time-honored ceremonial traditions**
 - Provide a professional and emotionally appropriate musical presence
-

4. Activation & Deployment

The Pipe and Drum Corps may be requested for:

- Line of Duty Death (LODD) services
- Active or retired member funerals
- Memorial services and anniversaries
- Official Honor Guard ceremonies and public events

4.1 Request Process

- Requests shall be submitted through the **State Honor Guard activation system**
- Availability is based on personnel, travel distance, and mission priority

4.2 Priority of Response

1. LODD funerals
 2. Active member funerals
 3. Retired member services
 4. Ceremonial and public events
-

5. Performance Standards

All members shall perform in a manner consistent with the highest standards of the Honor Guard.

5.1 Conduct

- Maintain **professional bearing at all times**
- No unnecessary conversation during ceremonies
- Movements shall be deliberate, controlled, and respectful

5.2 Musical Standards



POLICY 17 - Pipe and Drum Corps

- All music shall be **ceremonially appropriate**
- Standard selections include:
 - *Amazing Grace*
 - *Going Home*
 - *Scotland the Brave* (processional/recessional as appropriate)
 - *Highland Cathedral*
- Tempo, tone, and timing shall match the solemn nature of the service

5.3 Coordination

- The Pipe Major coordinates directly with the Commander or **OIC**
- Music shall be synchronized with:
 - Casket movement
 - Flag folding
 - Final honors

6. Uniform Standards

Members shall wear the **approved Pipe and Drum Corps uniform**, which must be clean, pressed, and standardized.

6.1 Required Elements

- Approved Honor Guard or Pipe Corps uniform
- Headgear (Glengarry, Balmoral, or approved cap)
- Polished footwear
- Instrument-specific dress (kilt, sporran, etc., if applicable)

6.2 Prohibited

- Improperly worn or unkempt uniform components

7. Equipment Standards

All instruments and equipment shall be:

- Maintained in **clean, serviceable condition**
- Standardized to the extent possible
- Approved by the Honor Guard Command Staff

7.1 Instruments

- Bagpipes (properly tuned prior to ceremony)
- Snare, tenor, and bass drums
- Trumpet(s) or bugle(s)

8. Chain of Command

- **Pipe Major** – Leads musical performance and internal discipline
- **Drum Sergeant (if assigned)** – Oversees drum section
- **Honor Guard OIC** – Maintains overall ceremony control

All members shall follow the established chain of command at all times.

9. Training & Qualification

All Pipe and Drum Corps members must:

- Demonstrate **musical proficiency** for the Pipe Master
- Be trained in **ceremonial timing and coordination**
- Participate in scheduled rehearsals and Honor Guard training events



POLICY 17 - Pipe and Drum Corps

9.1 Certification

- Members may be required to pass a **performance evaluation**
 - Continued participation is based on maintaining standards
-

10. Conduct & Discipline

Members represent the Honor Guard and the EMS profession.

- No conduct that detracts from the dignity of the ceremony
 - Zero tolerance for disruptive, disrespectful, or unprofessional behavior
 - Violations may result in removal from the Corps
-

11. Safety

- Maintain awareness of surroundings during movement and performance
 - Ensure safe spacing when marching or positioning near the casket or the family
 - Weather considerations must be addressed (instrument protection, footing, etc.)
-

12. Optional Honors Integration

The Pipe and Drum Corps may be integrated with:

- Casket watch rotations
- Flag presentations
- Final escort or recessional

The OIC will direct all integration.

13. Guiding Principle

The Pipe and Drum Corps shall serve as a **musical expression of honor, remembrance, and respect**, ensuring that every note played reflects the dignity of the individual being honored and the profession they served.

14. Motto

"With Honor in Every Note."



POLICY 18 - Risk Management and Safety

The purpose of this policy is to establish a single, complete risk management and safety framework for all activities conducted under the authority of the Wisconsin EMS Honor Guard Association, Inc. (the “Association”). This policy combines insurance requirements, operational safety standards, incident reporting, equipment controls, vehicle and trailer safety, ceremonial rifle safeguards, and risk transfer procedures into one Association-wide policy.

- Protect members, volunteers, families, agencies, funeral homes, event partners, and the public.
- Reduce preventable injury, property damage, operational disruption, and liability exposure.
- Preserve the dignity, professionalism, and reputation of the Association.
- Ensure uniform risk management practices across all districts and authorized activities.
- Support compliance with nonprofit governance, insurance, legal, and documentation expectations.

2. POLICY STATEMENT

Safety is the Association’s highest operational priority. No ceremony, training, travel, transport, deployment, or public activity shall proceed when an unsafe condition exists that cannot be reasonably corrected or mitigated.

All insurance coverage and risk management authority shall be held and controlled at the State Association level unless specifically delegated in writing. Districts, members, volunteers, and event teams shall not create independent obligations, make admissions of fault, or conduct unauthorized activities in the name of the Association.

3. SCOPE

This policy applies to all members, volunteers, officers, districts, committees, instructors, event teams, and persons acting under Association authority during:

- Funeral honors, memorials, ceremonies, parades, public appearances, and special events.
- Training, drills, meetings, equipment movement, staging, deployment, and demobilization.
- Transportation of members, flags, ceremonial rifles, uniforms, trailers, and Association equipment.
- Any approved activity where the Association’s name, uniform, equipment, or authority is used.

This policy does not cover personal activities, unapproved district actions, independent events, personal use of Association equipment, or conduct outside the scope of authorized Association duties.

4. AUTHORITY AND RESPONSIBILITY

Role	Risk Management Responsibility
State Executive Board	Establishes coverage standards, approves insurance programs, reviews significant incidents, authorizes corrective action, and controls Association-wide risk transfer.
Commander	Has ultimate authority to halt unsafe operations, direct incident response, ensure statewide compliance, and approve emergency deviations when necessary.
Executive Officer / Designee	Assists with policy compliance, documentation, incident follow-up, training records, and operational readiness.
District Director	Ensures district members are trained, equipment is safe, events are approved, and hazards or incidents are promptly reported.
Officer in Charge (OIC)	Conducts event-level risk assessment, assigns safe duties, modifies or delays operations, removes unsafe participants, and stops work when needed.
All Members	Follow safety directives, report hazards, use equipment properly, remain fit for duty, and act within assigned duties and training.



POLICY 18 - Risk Management and Safety

5. INSURANCE AND RISK TRANSFER PROGRAM

The Association shall maintain, or actively work toward maintaining, insurance coverage appropriate to its size, activities, equipment, and risk exposure. Coverage limits may be adjusted by the State Executive Board based on growth, claims history, legal requirements, insurer recommendations, and operational risk.

5.1 Minimum Insurance Standards

Coverage	Purpose	Minimum / Standard
General Liability	Bodily injury, property damage, public event exposure, ceremonies, funerals, parades, and training activities.	\$1,000,000 per occurrence or higher as approved.
Directors and Officers Liability	Governance decisions, board actions, mismanagement claims, and nonprofit leadership exposure.	\$1,000,000 or higher as approved.
Commercial Auto / Non-Owned Auto Liability	Use of personal vehicles for Association business and trailer towing operations.	\$1,000,000 combined single limit when available.
Equipment / Inland Marine	Association-owned trailer, flags, ceremonial rifles, bugles, drums, uniforms, and other equipment.	Replacement cost when available, including theft and transport coverage.
Trailer Coverage	Physical damage to the trailer and liability exposure during towing.	Scheduled or covered through an applicable inland marine or auto policy.
Volunteer Accident / Medical	Member injury during authorized training, funeral operations, or deployment.	Maintained if obtained by the Association; otherwise, member participation remains subject to membership waiver and personal insurance.
Workers Compensation	Employee injury coverage if employees are ever added.	As required by law. The Association currently operates without employees unless changed by the State Executive Board.

5.2 Certificates of Insurance

Certificates of Insurance (COIs) may be issued when required by funeral homes, municipalities, venues, agencies, or event organizers. Only the State Executive Board, Commander, or authorized designee may approve COIs or additional insured requests. All issued certificates shall be documented and retained by the Association.

5.3 Hold Harmless and Indemnification

When appropriate, the Association may require written agreements, hold-harmless language, indemnification clauses, facility-use agreements, or event-partner documentation before participation in higher-risk or non-routine activities. No member may sign a contract or risk transfer agreement on behalf of the Association unless authorized by the State Executive Board or Commander.



POLICY 18 - Risk Management and Safety

6. AUTHORIZED ACTIVITIES AND PROHIBITED CONDUCT

6.1 Authorized Activities

Insurance and Association protections apply only to approved events, authorized training, official deployments, assigned equipment movement, and activities conducted within the scope of Association policy and leadership approval.

Approved vs. Not Approved Activity Guidance

District drills: Approved when scheduled by district leadership, noticed to members, and conducted under Association training and safety standards. Not approved when informal, unsupervised, or using unauthorized equipment or procedures.

Travel: Approved when reasonably connected to authorized training, deployment, meetings, equipment movement, or approved events. Not approved when personal travel is presented as Association travel without authorization.

Fundraising: Approved only when authorized by the State Association and processed through centralized financial controls. Not approved when a district independently solicits, deposits, spends, or manages funds.

Parades and public events: Approved when accepted by command and staffed with trained members in approved uniforms. Not approved when a member or district self-commits the Association without approval.

Funerals and memorials:

Approved when requested, verified, and assigned through the proper chain of command. Not approved when members independently represent WIEMSHG without authorization or family/agency coordination.

Equipment transport: Approved when assigned for official training, deployment, maintenance, inventory, or storage. Not approved when equipment is moved for personal use, display, or unauthorized storage.

Informal district gatherings: Approved only as social or planning activity when not presented as official training, deployment, fundraising, or public representation. Not approved when uniforms, equipment, Association funds, or public claims are used without authorization.

6.2 Prohibited Conduct

- Unapproved events or independent district actions conducted in the Association's name.
- Personal use of Association equipment, uniforms, flags, ceremonial rifles, trailers, or supplies.
- Unauthorized trailer transport or equipment movement.
- Driving under the influence, unsafe driving, or operation by an unlicensed driver.
- Possession or use of live ammunition at any Association function.
- Participation while impaired, medically unfit, excessively fatigued, or unable to safely perform assigned duties.
- Making public commitments, legal statements, insurance representations, or admissions of fault without authorization.



POLICY 18 - Risk Management and Safety

7. OPERATIONAL RISK ASSESSMENT

An event-level risk assessment shall be conducted before all ceremonies, training sessions, deployments, and special events. The OIC shall consider the following factors and adjust the operation as needed:

- Weather: heat, cold, wind, lightning, storms, snow, ice, or poor visibility.
- Terrain and footing: gravel, slopes, curbs, confined spaces, uneven ground, wet surfaces, and cemetery conditions.
- Crowd and traffic conditions: public access, vehicle movement, parking, processions, intersections, and law enforcement coordination.
- Duration and physical demands: standing, marching, casket movement, flag bearing, rifle detail, and fatigue.
- Equipment hazards: flags, poles, ceremonial rifles, swords/sabers, drums, bugles, trailers, cases, and trip hazards.
- Public and family considerations: emotional environment, privacy, cultural expectations, and dignity of the service.

7.1 Risk Levels and Required Action

Risk Level	Description	Required Action
Low	Normal conditions and routine operations.	Proceed with standard controls.
Moderate	Identified hazards can be controlled.	Proceed only after controls are in place. Brief members.
High	Significant hazard, weather, fatigue, crowd, traffic, or equipment concern.	Modify duties, reduce scope, add controls, delay, or limit operations.
Extreme	Uncontrolled hazard or unacceptable risk to members or the public.	Cancel, suspend, relocate, or delay the activity.

8. STOP WORK AUTHORITY

Every member has both the authority and obligation to identify unsafe conditions and immediately report concerns to the OIC or leadership. The OIC or Commander shall stop operations when necessary, correct hazards before resuming, and document any significant safety action.

No member shall be disciplined for raising a good-faith safety concern.

9. ENVIRONMENTAL AND FATIGUE SAFETY

9.1 Heat

- Members should hydrate before and during events.
- Breaks, shade, cooling periods, and duty rotation shall be used when possible.
- Members shall be monitored for heat exhaustion, heat stroke, dizziness, confusion, or weakness.

9.2 Cold

- Appropriate cold-weather gear may be authorized when conditions require it.
- Members shall be monitored for frostbite, hypothermia, loss of dexterity, and unsafe footing.

9.3 Severe Weather

Outdoor operations shall be suspended, delayed, or relocated when lightning, severe storms, hazardous wind, ice, or other dangerous weather creates an unreasonable risk.



POLICY 18 - Risk Management and Safety

9.4 Fatigue and Fitness for Duty

- Members must be physically and mentally capable of performing assigned duties.
- Extended operations shall include rest periods and rotation when possible.
- Members must notify leadership if fatigued, ill, injured, emotionally unable to continue, or otherwise unfit for duty.

10. VEHICLE, DRIVER, AND TRAILER SAFETY

10.1 Driver Requirements

Any member operating a vehicle on Association business or towing an Association trailer shall:

- Possess a valid driver's license appropriate for the vehicle and trailer.
- Maintain personal auto insurance meeting state minimums; higher limits are recommended.
- Submit proof of license and insurance upon request.
- Operate safely, adjust speed for conditions, and comply with all laws.
- Refrain from texting, impairment, aggressive driving, or unsafe convoy behavior.

10.2 Trailer Safety

- Only authorized drivers may tow the Association trailer.
- Trailer lights, tires, hitch, safety chains, load securement, doors, and locks shall be checked before movement.
- Equipment shall be loaded to prevent shifting, damage, or injury during transport.
- The trailer shall be inspected before and after use, with damage reported promptly.

11. CEREMONIAL RIFLE, SABER, FLAG, AND EQUIPMENT SAFETY

11.1 Ceremonial Rifles

All ceremonial rifles are controlled ceremonial equipment and shall be handled with discipline and respect at all times.

- No live ammunition shall be present, stored, issued, transported, or used at any Association activity.
- Rifles shall be inspected before use and secured during transport and storage.
- Unauthorized access, horseplay, pointing, misuse, or unsafe handling is prohibited.
- Damaged or unsafe rifles shall be removed from service immediately.

11.2 Sabers, Flags, Poles, and Other Equipment

- Equipment shall be maintained, inspected before use, and removed from service if damaged or unsafe.
- Flag poles, belts, cases, stands, and hardware shall be checked for loose, sharp, broken, or unstable parts.
- Equipment shall be carried, staged, and stored to prevent trip hazards, public access concerns, and damage.



POLICY 18 - Risk Management and Safety

12. MEDICAL AND EMERGENCY RESPONSE

When possible, at least one medically trained member should be present during ceremonies, training, and larger events. Basic first-aid supplies should be readily accessible.

In the event of injury, illness, emergency, or significant hazard:

1. Stop or stabilize the operation as needed.
2. Provide care within the member's training and available equipment.
3. Activate 911 or local emergency services when needed.
4. Move members and the public away from danger when safe to do so.
5. Notify the OIC and Commander as soon as practicable.
6. Preserve evidence, take photos when appropriate, and begin incident documentation.

13. PUBLIC, FAMILY, AND PARTNER INTERACTION SAFETY

- Maintain professional composure, dignity, and silence appropriate to the event.
- Avoid physical contact unless appropriate, necessary, and consistent with the setting.
- Follow directions from the OIC, family liaison, funeral director, agency leadership, or law enforcement when appropriate.
- Protect family privacy, avoid speculation, and do not discuss incident details publicly.
- Be aware of emotional environments and maintain calm, respectful communication.

14. INCIDENT REPORTING AND CLAIMS PROCEDURE

14.1 Reportable Incidents

The following shall be reported immediately to the OIC and Commander, followed by written documentation within 24 hours:

- Injury, illness, or medical emergency.
- Near miss or unsafe condition that could have caused injury or damage.
- Property damage, equipment damage, theft, or loss.
- Vehicle or trailer incident.
- Public complaint, family complaint, venue concern, or partner concern involving safety or liability.
- Any event that may lead to an insurance claim, legal issue, reputational concern, or corrective action.

14.2 Required Documentation

- Incident Report Form.
- Photos or video when appropriate and respectful.
- Witness names and statements.
- Police, EMS, fire, venue, or agency reports if applicable.
- Equipment inspection or damage report if applicable.
- Follow-up action taken and corrective recommendations.

14.3 Claims Handling

- All claims shall be handled by the State Association.
- No member shall independently contact insurance carriers unless authorized.
-



POLICY 18 - Risk Management and Safety

- No member shall admit fault, promise payment, sign a release, or make statements on behalf of the Association without authorization.
- All communications from attorneys, insurers, government entities, venues, or claimants shall be forwarded to the Commander or State Executive Board immediately.

15. TRAINING, DOCUMENTATION, AND RECORD RETENTION

Members shall receive orientation and periodic refresher training appropriate to their duties, including safety procedures, equipment handling, ceremonial rifle safety, vehicle and trailer expectations, incident reporting, and risk awareness. Training shall be documented.

The Association shall retain risk management records, insurance documents, COIs, incident reports, driver authorizations, equipment inspections, and corrective actions in accordance with the Association's record retention practices and applicable legal requirements.

16. ENFORCEMENT

Failure to comply with this policy may result in corrective action, including but not limited to immediate removal from operations, retraining, restriction of duties, suspension, termination of membership, personal responsibility for unauthorized actions, or referral to the State Executive Board for further action.

17. ANNUAL REVIEW AND MAINTENANCE

This policy shall be reviewed at least annually by the State Executive Board or designee. The review shall consider operational experience, incidents, member feedback, equipment changes, insurance and legal requirements, the Association's growth, and lessons learned from after-action reviews.

18. REQUIRED FORMS AND APPENDICES

The following forms are approved for use with this policy. They may be maintained as separate Association forms, added to an operations packet, or attached to this policy manual.

- Appendix A - Event Risk Assessment Checklist.
- Appendix B - Incident Report Form.
- Appendix C - Driver and Trailer Authorization Form.
- Appendix D - Equipment and Trailer Inspection Checklist.
- Appendix E - Certificate of Insurance Request Form.
- Appendix F - After-Action Review Form.



POLICY 18 - Risk Management and Safety

APPENDIX A - EVENT RISK ASSESSMENT CHECKLIST

Event / Location	Date / Time	OIC
_____	_____	_____

Check all reviewed hazards and note controls used before operations begin.

Hazard Area	Reviewed	Controls / Notes
Weather: heat, cold, wind, lightning, storms	☐	_____
Footing: ice, gravel, slopes, curbs, stairs	☐	_____
Traffic/parking/procession route	☐	_____
Crowd control / public access	☐	_____
Physical demands/fatigue/rotation	☐	_____
Flags, rifles, sabers, poles, cases, trip hazards	☐	_____
Medical/first aid/emergency plan	☐	_____
Risk Level Selected	☐ Low ☐ Moderate ☐ High ☐ Extreme	
Decision	☐ Proceed ☐ Modify ☐ Delay ☐ Cancel / Suspend	

OIC Signature: _____ Date: _____



POLICY 18 - Risk Management and Safety

APPENDIX B - INCIDENT REPORT FORM

Date _____	Time _____	Location _____
Incident Type		Check
Injury / Illness		☐
Near Miss		☐
Equipment Damage		☐
Vehicle / Trailer Incident		☐
Property Damage		☐
Public / Family / Partner Concern		☐
Other: _____		☐

Persons Involved: _____

Description of Incident:

Actions Taken: ☐ First Aid ☐ EMS/911 ☐ Police ☐ Operations Stopped ☐ Commander Notified

Witnesses: _____

Follow-Up Required: ☐ Yes ☐ No Details: _____

Reporting Member: _____ OIC/Commander: _____



POLICY 18 - Risk Management and Safety

APPENDIX C - DRIVER AND TRAILER AUTHORIZATION FORM

Driver Name	District	Phone
_____	_____	_____
License Valid	Insurance Verified	Trailer Authorized
☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No

- Driver confirms possession of a valid driver's license.
- Driver confirms personal auto insurance meets state minimum requirements.
- Driver agrees to operate safely and follow Association trailer and vehicle expectations.
- Driver shall report any license, insurance, medical, or driving-status change before operating.

Driver Signature: _____ Date: _____

Approved By: _____ Date: _____



POLICY 18 - Risk Management and Safety

APPENDIX D - EQUIPMENT AND TRAILER INSPECTION CHECKLIST

Item	Before Use	After Use	Notes
Trailer hitch, coupler, pin, and safety chains	☐	☐	_____
Trailer lights, tires, wheels, and registration	☐	☐	_____
Doors, locks, load securement, and weight balance	☐	☐	_____
Flags, poles, belts, stands, and hardware	☐	☐	_____
Ceremonial rifles secured and inspected	☐	☐	_____
Sabers, bugles, drums, cases, and accessories	☐	☐	_____
Damaged equipment removed from service	☐	☐	_____

Inspector: _____ Date: _____



POLICY 18 - Risk Management and Safety

APPENDIX E - CERTIFICATE OF INSURANCE REQUEST FORM

Requesting Association	Contact Name / Title
_____	_____
Phone / Email	Event Date / Location
_____	_____
Type of Event	Certificate Needed By
_____	_____
Additional Insured Requested?	☐ Yes ☐ No Name: _____

Special wording or contract requirement attached? ☐ Yes ☐ No

Requested By: _____ Approved By: _____



POLICY 18 - Risk Management and Safety

APPENDIX F - AFTER-ACTION REVIEW FORM

Event Name	Date	OIC
_____	_____	_____

What went well:

Areas for improvement / issues identified:

Issues: ☐ Communication ☐ Staffing ☐ Equipment ☐ Coordination ☐ Safety ☐ Other

Recommendations / Corrective Actions:

Submitted By: _____ Date: _____



POLICY 19 - Whistleblower and Fraud Reporting

SECTION 1: PURPOSE

The purpose of this policy is to provide a clear, confidential, and protected process for reporting suspected fraud, financial misconduct, policy violations, or unethical behavior within the Association.

SECTION 2: POLICY STATEMENT

The Association is committed to the highest standards of integrity, accountability, and transparency. Any member, volunteer, or affiliated individual who reports suspected misconduct in good faith shall be protected from retaliation.

SECTION 3: REPORTABLE CONCERNS

District-Related Reportable Concerns

Reportable concerns include any attempt by a district, district officer, member, or volunteer to operate independently, establish unauthorized district rules or policies, collect or control district funds, create separate accounts, seek independent charitable status, or misrepresent district authority.

This policy applies to, but is not limited to:

- Fraud or theft of Association funds
- Misuse of funds or assets
- Unauthorized financial activity
- Procurement violations
- Falsification of records
- Conflicts of interest not disclosed
- Abuse of authority
- Violations of Association policies

SECTION 4: REPORTING METHODS

Reports may be submitted through the following channels:

1. **Commander (Primary Reporting Authority)**
2. **Executive Officer**
3. **Adjutant Officer (Financial Concerns)**
4. **Confidential Written Submission** (sealed or electronic)

SECTION 5: CONFIDENTIALITY

- All reports shall be handled confidentially to the extent possible
- Information shall only be shared with individuals necessary to investigate

SECTION 6: NON-RETALIATION

Retaliation against any individual who reports a concern in good faith is strictly prohibited. Violations of this section shall result in disciplinary action up to and including termination.

SECTION 7: INVESTIGATION PROCEDURE

1. Report received and documented
2. Preliminary review conducted
3. Formal investigation initiated (if warranted)
4. Findings documented
5. Corrective action taken

The State Executive Board shall oversee all investigations.

SECTION 8: ENFORCEMENT: Confirmed violations may result in:

- Removal from position
- Financial restitution
- Referral to law enforcement (if applicable)
- Suspension or termination



POLICY 20 - Conflict of Interest

SECTION 1: PURPOSE

To ensure decisions are made in the best interest of the Association and free from personal or financial conflicts.

SECTION 2: POLICY STATEMENT

All members, officers, and board members shall avoid conflicts of interest and disclose any potential or actual conflicts.

SECTION 3: DEFINITION

District Conflicts and Unauthorized Benefit

A conflict of interest or improper benefit may exist when a member, officer, district officer, or volunteer uses a district position, the Association name, the Association branding, donor relationships, funds, equipment, or opportunities for personal benefit or for unauthorized district benefit.

A conflict of interest exists when an individual has:

- Financial interest in a vendor or transaction
- Personal relationship that may influence decisions
- Outside commitments that interfere with duties

SECTION 4: DISCLOSURE REQUIREMENT

All individuals must:

- Disclose conflicts annually
- Disclose conflicts prior to any related decision

SECTION 5: PROCEDURE

1. Conflict disclosed
2. Individual removed from discussion
3. Individual abstains from voting
4. Board determines appropriate action

SECTION 6: ENFORCEMENT

Failure to disclose may result in:

- Removal from decision-making authority
 - Disciplinary action
 - Termination
-



POLICY 20 - Conflict of Interest

CONFLICT OF INTEREST DISCLOSURE FORM

Name: _____

Position/Title: _____

Date: _____

SECTION 1: DISCLOSURE

Do you have any actual or potential conflicts of interest?

☐ YES

☐ NO

If YES, please describe:

SECTION 2: CERTIFICATION

I certify that:

- I have read and understand the Conflict-of-Interest Policy
- I agree to disclose any conflicts
- I will act in the best interest of the Association

Printed Name

Signature

Date



POLICY 21 - Non-Discrimination, Equal Opportunity, and Professional Conduct

I. PURPOSE

The Wisconsin EMS Honor Guard Association, Inc. is committed to maintaining an environment of professionalism, dignity, mutual respect, fairness, and equal opportunity throughout all levels of the Association.

This policy establishes standards prohibiting discrimination, harassment, retaliation, and unequal treatment within the Association and affirms the Association's commitment to respectful conduct consistent with its mission, values, and nonprofit obligations.

II. POLICY STATEMENT

The Wisconsin EMS Honor Guard Association shall not discriminate against any individual based of:

- race
- color
- creed
- religion
- national origin
- ancestry
- sex
- gender
- sexual orientation
- age
- disability
- marital status
- veteran status
- military service
- lawful employment status
- any other protected classification recognized under applicable federal or Wisconsin law

This policy applies to all Association activities, including:

- membership participation
- recruitment
- training
- ceremonial operations
- leadership appointments
- sponsorship interactions
- public events
- disciplinary actions
- Associational opportunities

This policy supports and reinforces the Association Bylaws regarding non-discrimination.

III. PROFESSIONAL EXPECTATIONS

All participants, officers, district leadership, instructors, volunteers, and representatives of the Association shall:

1. Treat all individuals with dignity and respect.
2. Maintain professionalism during:
 - trainings
 - ceremonies
 - meetings
 - deployments
 - public interactions
 - communications
3. Avoid behavior that creates hostility, intimidation, embarrassment, humiliation, or disruption.
4. Conduct themselves in a manner reflecting positively upon the Wisconsin EMS Honor Guard Association and the EMS profession.
5. Respect the diverse backgrounds, experiences, and beliefs of fellow members and the public.



POLICY 21 - Non-Discrimination, Equal Opportunity, and Professional Conduct

IV. PROHIBITED CONDUCT

The following conduct is prohibited:

- discrimination
- harassment
- intimidation
- retaliation
- bullying
- hazing
- threatening behavior
- verbal abuse
- discriminatory remarks or slurs
- inappropriate physical conduct
- offensive electronic communications
- conduct that undermines professionalism or Associational unity

This includes conduct occurring:

- in person
- electronically
- through social media
- during Association events
- while representing the Association publicly

V. HARASSMENT PROHIBITION

Harassment of any kind is strictly prohibited.

Harassment includes unwelcome conduct based upon protected characteristics that:

- interferes with participation,
- creates an intimidating or hostile environment,
- impacts Associational operations,
- or damages the dignity of another person.

Sexual harassment, including unwelcome sexual comments, advances, gestures, or inappropriate conduct, is prohibited.

VI. RETALIATION PROHIBITION

No participant or leader shall retaliate against any person who:

- reports misconduct,
- files a complaint,
- participates in an investigation,
- provides information,
- or assists with policy enforcement.

Retaliation itself shall constitute a separate policy violation.

VII. REPORTING PROCEDURES

Individuals who believe they have experienced discrimination, harassment, retaliation, or misconduct should report concerns promptly to one of the following:

- District Director
- State Executive Officer
- State Commander
- Executive Board member

If the complaint involves local district leadership, the matter may be reported directly to the State Executive Board.

Reports may be verbal or written.



POLICY 21 - Non-Discrimination, Equal Opportunity, and Professional Conduct

VIII. INVESTIGATION PROCEDURES

Upon receiving a complaint, the Association shall:

1. Review the reported concern promptly.
2. Conduct a fair and impartial review of available information.
3. Maintain confidentiality to the extent reasonably possible.
4. Allow involved individuals an opportunity to provide information.
5. Determine whether policy violations occurred.
6. Recommend corrective or disciplinary action if necessary.

The Executive Board may designate investigators or review panels when appropriate.

IX. DISCIPLINARY ACTION

Violations of this policy may result in disciplinary action, including:

- verbal counseling
- written warning
- suspension membership termination
- removal from participation in Association activities.
- removal from assignments
- leadership removal

Disciplinary actions shall be consistent with the Association Bylaws and applicable policies.

X. DISTRICT RESPONSIBILITIES

District leadership shall:

1. Promote professionalism and equal treatment within their district.
2. Address concerns promptly and professionally.
3. Prevent discriminatory or hostile conduct.
4. Ensure members understand this policy.
5. Report significant incidents to the Executive Board when appropriate.
6. Maintain Associational professionalism during all district operations.

XI. LEADERSHIP RESPONSIBILITIES

All Association leaders shall:

1. Lead by example.
2. Promote a respectful Associational culture.
3. Ensure fair treatment of all participants.
4. Avoid favoritism, discrimination, or abuse of authority.
5. Maintain professionalism during decision-making and disciplinary processes.
6. Support a safe and respectful environment for all participants and families served by the Association.

XII. TRAINING AND EDUCATION

The Association may periodically provide:

- professionalism training
- leadership guidance
- conduct expectations
- harassment prevention education
- diversity and inclusion awareness

District leadership shall assist in reinforcing these standards.



POLICY 21 - Non-Discrimination, Equal Opportunity, and Professional Conduct

XIII. FALSE REPORTS

Knowingly false or malicious complaints made in bad faith may constitute a policy violation and may result in disciplinary action.

This section shall not discourage good-faith reporting of concerns.

XIV. POLICY REVIEW

This policy shall be reviewed periodically by the Executive Board and State Board to ensure compliance with:

- federal law
 - Wisconsin law
 - nonprofit best practices
 - Association operational needs
-



POLICY 21 - Non-Discrimination, Equal Opportunity, and Professional Conduct

XV. NON-DISCRIMINATION COMPLIANCE CHECKLIST

A. DISTRICT LEADERSHIP CHECKLIST

- ☐ Ensure equal treatment of all participants
 - ☐ Address complaints promptly
 - ☐ Maintain professional conduct standards
 - ☐ Prevent hostile or discriminatory behavior
 - ☐ Reinforce professionalism during trainings and events
 - ☐ Report major concerns to State leadership
 - ☐ Maintain confidentiality when appropriate
 - ☐ Document serious incidents appropriately
-

B. EVENT AND TRAINING CHECKLIST

- ☐ Ensure a respectful environment
 - ☐ Maintain professional communications
 - ☐ Address inappropriate behavior immediately
 - ☐ Ensure equal participation opportunities
 - ☐ Reinforce uniform professionalism standards
 - ☐ Protect family and public dignity during ceremonies
-

C. COMPLAINT RESPONSE CHECKLIST

- ☐ Receive complaint respectfully
 - ☐ Document complaint information
 - ☐ Notify appropriate leadership
 - ☐ Preserve confidentiality
 - ☐ Conduct fair review
 - ☐ Avoid retaliation
 - ☐ Determine corrective action if necessary
 - ☐ Document final resolution
-

D. LEADERSHIP PROFESSIONALISM CHECKLIST

- ☐ Lead by example
- ☐ Maintain respectful communications
- ☐ Avoid favoritism
- ☐ Promote unity and professionalism
- ☐ Treat all members fairly
- ☐ Support Associational integrity
- ☐ Protect the reputation of the Association



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Programs

Purpose: To establish a statewide program governing donations, sponsorships, grants, philanthropy, memorial giving, legacy giving, fundraising, endowments, and charitable development activities that support the Wisconsin EMS Honor Guard Association while protecting its mission, reputation, financial accountability, and 501(c)(3) status.

1. Policy Statement

- The Association shall actively pursue ethical, mission-consistent charitable support while maintaining transparency, professionalism, and compliance with nonprofit requirements.
- All giving, fundraising, sponsorship, grant, and charitable development activity shall be honest, properly recorded, and approved through Association procedures.
- No district, officer, member, or volunteer may conduct independent fundraising or sponsorship activity in the name of the Association without approval from the State Executive Board or its designee.

2. Statewide Ownership of Charitable Assets

- All donations, grants, sponsorships, philanthropic gifts, memorial gifts, legacy gifts, fundraising proceeds, endowments, and charitable assets received by any district, officer, member, or representative are received solely on behalf of the Wisconsin EMS Honor Guard Association.
- All such funds, gifts, proceeds, and charitable assets become the sole property of the Association and shall be managed for the benefit of the statewide Association.
- Districts may be assigned funds, equipment, or resources for approved Association purposes, but assignment does not create district ownership.

3. Statewide Ownership of Equipment

- Any equipment, uniforms, trailers, flags, ceremonial rifles, communications equipment, ceremonial equipment, training equipment, supplies, or property purchased with charitable funds shall remain Association property regardless of district assignment.
- Association property may be assigned to districts or members for approved use and may be inspected, reassigned, or recalled by the State Association at any time.
- Equipment purchased, donated, sponsored, or grant-funded for a district remains part of the statewide Association inventory unless the State Executive Board determines otherwise in writing.

4. District Fundraising Limitation

- Districts and district officers may participate in fundraising, sponsorship, donor relations, grant outreach, or charitable development only when expressly authorized by the Executive Board or Commander and only on behalf of the Association.
- No district may independently solicit, collect, receive, hold, deposit, spend, or manage donations, grants, sponsorships, fundraising proceeds, memorial gifts, legacy gifts, or charitable assets on behalf of a district.
- All charitable assets are Association assets and must be processed through Association financial systems. No district may maintain a separate bank account, donation account, or charitable fund outside the Association's financial control.
- The Executive Board retains authority over acceptance, administration, allocation, recognition, stewardship, endowment management, donor recognition, investment oversight, and disposition of charitable assets.



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Programs

5. Sources of Support

- Support may include individual donations, memorial gifts, honor gifts, corporate sponsorships, hospital partnerships, healthcare partnerships, foundation grants, philanthropic gifts, fundraising activities, planned giving, legacy gifts, endowments, and equipment donations.
- Support may be unrestricted or restricted to a specific approved purpose. Restrictions must be reviewed and accepted before the gift is received or promoted.
- The Association may decline support that is inconsistent with its mission, creates excessive restrictions, creates a conflict of interest, or presents legal, financial, reputational, or 501(c)(3) concerns.

6. Acceptable Contributions

- Cash, checks, electronic donations, grants, memorial gifts, in-kind goods or services, corporate sponsorships, endowment gifts, and legacy gifts may be accepted when consistent with the Association's mission.
- The Association may decline any gift that creates a conflict of interest, excessive restriction, legal or financial burden, reputational concern, private benefit concern, or purpose inconsistent with the Association's mission.
- In-kind donations shall be accepted only when useful to the Association or approved for a specific purpose.

7. Use of Donations

- Unrestricted donations may be used where the need is greatest, as approved by Association leadership.
- Restricted donations shall be used only for the purpose accepted and documented by the Association.
- Possible uses include uniforms, equipment, training, ceremonial readiness, funeral and memorial support, district support, public education, charitable development, endowment support, and Association operations.

8. Legacy Giving and Endowments

- The Association may maintain a Legacy Giving Program for supporters who wish to remember the Association through estate gifts, beneficiary designations, memorial gifts, planned giving, or endowment-style support.
- Legacy gifts may be unrestricted or directed to an approved purpose such as training, equipment, memorial programs, long-term support, or statewide operational sustainability.
- Endowments or permanently restricted funds may be established only with State Executive Board approval and appropriate financial oversight.
- The Association shall not provide legal, tax, or estate-planning advice. Donors should consult their own attorney, accountant, or financial advisor.



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Programs

9. Fundraising Activities

- Fundraising activities must be approved before being advertised, promoted, or conducted.
- Fundraising materials must accurately describe the Association, the purpose of the fundraiser, and how funds will be used.
- A district may raise or solicit funds for a specific approved purpose only after the District Director submits a detailed plan to the Commander before fundraising begins. The plan must include the purpose, accounting, proposed purchases, promotional materials, and the handling of funds.
- Raffles, gaming, prize drawings, auctions, or similar activities may be conducted only when legally permitted and approved in advance.
- All proceeds shall be deposited and reported through approved Association financial procedures.

10. Corporate Sponsorships

- The Association may work with businesses, EMS vendors, community partners, and corporate sponsors when the sponsorship supports the Association's mission.
- Sponsor recognition may include name, logo, program listing, website recognition, or event recognition as approved by the Association.
- Recognition shall not imply endorsement of a sponsor's products, services, political views, or business practices. We are forbidden by IRS 501(c)3 to support or state political views.
- Sponsors shall not control Association decisions, operations, assignments, honors, purchases, or public positions.

11. Sponsorship Development Program

- Approved initiatives may include a Statewide EMS Calendar, the Honor a Hero Program, sponsorship programs for uniforms and training camps, a Corporate Partner Program, and memorial programs for equipment and giving, as approved by the Executive Board.
- Sponsorship objectives may include support for statewide operations, ceremonial services, Line of Duty Death responses, uniforms, training, equipment, travel, communications systems, recruitment, family support, chaplain services, and long-term sustainability.
- Corporate partner levels may include Bronze Partner, Silver Partner, Gold Partner, Founding Partner, and Statewide Legacy Sponsor. Sponsorship levels, benefits, and recognition may be adjusted by the Executive Board without policy amendment.

12. District Fundraising Participation and District-Designated Balances

- All districts are encouraged to actively participate in fundraising, sponsorship development, calendar sales, grant identification, memorial giving, philanthropic outreach, and other approved fundraising efforts consistent with Association policies.
- With prior approval from the Commander and assistance from the Executive Board, the Adjutant Officer shall maintain separate district-designated fund balances within the Association's accounting records when appropriate.
- Funds generated through approved district efforts may be credited to the originating district's designated balance, but those funds remain assets of the Wisconsin EMS Honor Guard Association and are not property of an individual district.
- District-designated balances may be reflected in Association balance sheets or internal reports for transparency and planning.
- The Executive Board may reallocate funds as needed to support statewide operations, emergency deployments, Line of Duty Death responses, equipment replacement, or other critical needs.



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Programs

13. Corporate Partner Levels

- Partner levels may include Bronze Partner, Silver Partner, Gold Partner, Founding Partner, and Statewide Legacy Sponsor.
- The Executive Board may establish, modify, combine, or discontinue sponsorship levels, benefits, and recognition standards without formal policy amendment.
- Recognition must remain dignified, mission-consistent, and compliant with nonprofit requirements.

14. 501(c)(3) Protection Guidelines

- Funds shall be used only for Association-approved charitable, educational, memorial, training, ceremonial, or operational purposes.
- No donation, fundraising activity, or sponsorship may personally benefit an officer, board member, member, donor, sponsor, family member, or other private individual.
- The Association shall not endorse or oppose political candidates.
- Lobbying or legislative activity, if any, must remain limited and must not become a substantial part of Association activity.
- All funds shall be deposited, recorded, receipted, and reported through approved Association financial procedures.
- Donor restrictions must be reviewed before acceptance.
- Districts and members shall not open separate donation, fundraising, or sponsorship accounts without State Executive Board approval.
- All charitable assets shall be used for statewide Association purposes and not for personal, private, or unauthorized district benefit.
- Endowment or restricted funds shall be tracked separately as needed to preserve donor intent and nonprofit accountability.
- Sponsorships shall be structured as support for the Association and not as improper advertising or private benefit.

15. Donor Acknowledgment and Receipts

- The Association shall provide a written receipt or acknowledgment when appropriate and shall maintain donor records.
- For gifts of \$250 or more, the acknowledgment should include the Association's name, the amount of cash received or description of non-cash property, and whether goods or services were provided in return.
- For in-kind donations, the Association may describe the item but shall not assign a dollar value. The donor is responsible for determining the value for tax purposes.
- Suggested language: "Thank you for your contribution to the Wisconsin EMS Honor Guard Association, Inc., a 501(c)(3) charitable Association. No goods or services were provided in exchange for this donation unless specifically stated."



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Programs

16. Approval, Oversight, and Records

- The State Executive Board has final oversight of charitable giving, fundraising, sponsorships, and legacy giving.
- The Commander, Adjutant Officer (Secretary/Treasurer), or authorized designee may accept donations, issue receipts, maintain records, track restricted gifts, and report activity to the Board.
- Records should include donor name, contact information, date, amount or description, restrictions, receipt issued, sponsor agreement, income, expenses, and approvals.
- Records shall be retained according to the Association's record retention policy.

17. Required / Recommended Forms

- Donation Receipt Form
- In-Kind Donation Form
- Legacy Gift Intent Form
- Corporate Sponsorship Agreement
- Fundraising Activity Request Form
- District Fundraising Plan Form
- Restricted Gift Acceptance Form
- Charitable Asset / Equipment Purchase Record
- Endowment or Legacy Fund Review Form
- Donor Thank-You Letter Template



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Programs

FORMS AND TEMPLATES

These forms are templates for Association use. They may be adapted as needed, but any changes should remain consistent with Policy 20 and the Association's financial procedures.

Form 20-A: Donation Receipt

Donor Name	
Address	
Email / Phone	
Date Received	
Donation Amount	\$ _
Donation Type	☐ Cash ☐ Check ☐ Online ☐ In-Kind
Purpose / Restriction	
Goods or Services Provided?	☐ No ☐ Yes - Describe:
Received By	

Form 20-C: Legacy Gift Intent Form

Donor Name(s)	
Contact Information	
Type of Planned Gift	☐ Will/Bequest ☐ Life Insurance ☐ Retirement Account ☐ Memorial Gift ☐ Other
Gift Purpose, if any	
Estimated Gift / Description	
Permission to Recognize?	☐ Yes ☐ No ☐ Discuss first



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Program

Form 20-B: In-Kind Donation Form

Donor Name	
Contact Information	
Item / Service Donated	
Condition / Description	
Intended Use	
Accepted By	
Date Accepted	

Note: The Association may describe the donated item or service, but should not assign a dollar value. The donor is responsible for valuing the donation for tax purposes.

This form is not legally binding and is intended only to help the Association understand the donor's wishes. Donors should consult their own attorney, accountant, or financial advisor.

Form 20-D: Corporate Sponsorship Agreement

Sponsor Name	
Contact Person	
Address	
Phone / Email	
Sponsorship Amount / Value	\$
Purpose / Event	_____
Recognition Approved	☐ Name only ☐ Logo ☐ Program listing ☐ Website ☐ Other
Restrictions / Notes	

Sponsor Representative:

Date: _____

Association Representative:

Date: _____



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Program

Form 20-E: Fundraising Activity Request

Requesting Member / District	
Activity Name	
Proposed Date / Location	
Purpose of Funds	
Estimated Income	\$
Estimated Expenses	\$
Will prizes, raffle, gaming, or auction be used?	☐ No ☐ Yes - Explain:
Advertising / Promotion Plan	
Funds Handling Plan	
Approval	☐ Approved ☐ Denied ☐ More information needed

Submitted By: _____ **Date:** _____

Wisconsin EMS Honor Guard Association Policies



Approved By: _____ Date: _____



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Program

Form 20-F: District Fundraising Plan

District / Director	
Fundraising Purpose	
Requested Start / End Date	
Target Amount	\$
Proposed Purchases / Use of Funds	
Accounting Plan	Funds will be processed through the Association's financial systems
Promotion / Solicitation Method	
Donor or Sponsor Recognition Requested	—
District-Designated Balance Requested?	☐ No ☐ Yes
Commander / Board Approval	☐ Approved ☐ Denied ☐ More information needed

Note: District-designated funds remain Association assets and may be reallocated by the Executive Board for statewide operations, emergency deployments, LODD responses, equipment replacement, or other critical needs.

District Director:

Date: _____

Commander / Authorized Designee:

Date: _____

Wisconsin EMS Honor Guard Association Policies



Form 20-G: Restricted Gift Acceptance Form

Donor Name	
Gift Amount / Description	
Requested Restriction	
Association Purpose Supported	
Restriction Reviewed By	
Board / Designee Decision	☐ Accepted ☐ Declined ☐ Modified with donor approval
Notes	

Association Representative:

Date: _____

Donor Acknowledgment:

Date: _____



POLICY 22 - Charitable Giving, Sponsorship, and Fundraising Program

Form 20-H: Charitable Asset / Equipment Purchase Record

Funding Source	
Donation / Grant / Sponsor	
Amount Used	\$ _
Item Purchased / Received	
Serial Number / Identifier	
Assigned District / Member	
Storage Location	
State Inventory Updated?	☐ Yes ☐ No Date: _____
Recall / Reassignment Acknowledged?	☐ Yes ☐ No

Form 20-I: Endowment or Legacy Fund Review Form

Donor / Estate / Fund Name	
Gift Amount / Description	
Proposed Restriction	
Intended Purpose	—
Long-Term Administration Needed?	☐ No ☐ Yes - Explain: _____
Financial Review Completed By	
Board Decision	☐ Accepted ☐ Declined ☐ Modified with donor approval
Tracking Method	

Reviewed By: _____ **Date:** _____

Authorized By: _____ **Date:** _____

Wisconsin EMS Honor Guard Association Policies



Template 20-J: Donor Thank-You Letter

[Date]

[Donor Name]

[Address]

Dear [Donor Name],

On behalf of the Wisconsin EMS Honor Guard Association, Inc., thank you for your generous contribution of [amount or description] received on [date]. Your support helps us honor EMS professionals, strengthen ceremonial readiness, and preserve the legacy of service given by those we honor.

No goods or services were provided in exchange for this donation unless specifically stated here: [describe if applicable]. Please retain this letter for your records.

With sincere appreciation,

[Name]

[Title]

Wisconsin EMS Honor Guard Association, Inc.



POLICY 23 - Legacy Giving Program

I. PURPOSE

The purpose of this policy is to establish the Legacy Giving Program for the Wisconsin EMS Honor Guard Association (“Association”).

The Legacy Giving Program provides individuals, families, businesses, trusts, foundations, and estate planners with opportunities to support the Association's long-term mission, stability, and statewide operations through planned and deferred charitable gifts.

Legacy giving ensures the continued ability of the Association to:

- Honor fallen EMS professionals
- Support EMS families during times of loss
- Maintain statewide ceremonial readiness
- Provide training and operational development
- Preserve the traditions and dignity of EMS service
- Sustain future generations of Honor Guard members

This program allows supporters to leave a lasting impact on the EMS profession and the families who serve it.

II. PROGRAM MISSION

The Legacy Giving Program exists to build long-term financial sustainability for the Wisconsin EMS Honor Guard Association while honoring the service, sacrifice, and legacy of Wisconsin EMS professionals.

The program shall operate in a manner that is:

- Ethical
- Transparent
- Donor-centered
- Compliant with all applicable laws and IRS regulations
- Financially accountable
- Consistent with nonprofit best practices

III. AUTHORITY

Association-Only Legacy Giving Authority

Legacy gifts, estate gifts, planned gifts, endowments, trusts, bequests, beneficiary designations, and naming opportunities may be accepted only by the Association through the State Executive Board.

Districts may not accept, negotiate, direct, hold, or manage legacy gifts or represent themselves as separate beneficiaries.

The Legacy Giving Program shall operate under the authority of the State Executive Board.

The Executive Board retains authority over:

- Acceptance of legacy gifts
- Establishment of endowment funds
- Donor recognition standards
- Financial management of legacy assets
- Naming opportunities
- Investment oversight
- Compliance and reporting

The Association reserves the right to decline gifts inconsistent with its mission, operational needs, or legal obligations.



POLICY 23 - Legacy Giving Program

IV. TYPES OF LEGACY GIFTS

The Association may accept planned or deferred gifts, including, but not limited to:

1. Bequests Through Wills or Trusts

Donors may include the Association in:

- Last wills and testaments
- Revocable living trusts
- Estate plans
- Testamentary trusts

2. Beneficiary Designations

Donors may designate the Association as a beneficiary of:

- Life insurance policies
- Retirement accounts
- IRAs
- Annuities
- Investment accounts
- Payable-on-death accounts

3. Charitable Trusts

The Association may accept:

- Charitable remainder trusts
- Charitable lead trusts
- Other approved charitable trust arrangements

4. Memorial Gifts

Gifts may be donated:

- In memory of EMS professionals
- In honor of family members
- In recognition of service or sacrifice
- To establish memorial funds

5. Endowment Contributions

Donors may contribute toward:

- General operational endowment
- Training endowment
- Equipment replacement endowment
- Family assistance initiatives
- Statewide deployment readiness
- Educational and ceremonial programs

6. Real Property or Major Assets

The Association may accept:

- Real estate
- Securities
- Vehicles
- Equipment
- Other approved assets

Acceptance shall require Executive Board review and legal evaluation.

V. USE OF LEGACY FUNDS

Legacy funds may be used to support:

- Statewide operational readiness
- Ceremonial equipment
- Training and education
- Uniform assistance programs
- Family support programs
- Memorial activities
- Communications systems
- District operational support
- Long-term sustainability initiatives
- Emergency deployment capabilities

Restricted gifts shall be honored in accordance with donor intent whenever feasible and lawful.



POLICY 23 - Legacy Giving Program

VI. ENDOWMENT STRUCTURE

The Association may establish one or more permanent or quasi-endowment funds.

Endowment Goals

The purpose of endowment funding is to:

- Preserve long-term operational stability
- Reduce reliance on emergency fundraising
- Maintain financial continuity for future generations
- Sustain statewide services
- Protect future operational capability

Investment Oversight

All endowment funds shall:

- Be managed under Executive Board oversight
- Follow prudent financial management standards
- Maintain accountability and transparency
- Be reviewed periodically for performance and compliance

The Executive Board may utilize professional financial advisors when appropriate.

VII. DONOR RECOGNITION

The Association may recognize legacy donors through approved recognition programs.

Recognition may include:

- Legacy Society membership
- Memorial acknowledgments
- Recognition plaques
- Website acknowledgments
- Annual reports
- Ceremonial recognition
- Named sponsorship opportunities

Recognition shall always remain respectful and mission-appropriate.

Donors may request anonymity.

VIII. LEGACY SOCIETY

The Association may establish an official “Wisconsin EMS Honor Guard Legacy Society.”

Membership may include individuals who:

- Notify the Association of planned gifts
- Establish qualifying legacy contributions
- Support permanent endowment funding

The Legacy Society exists to recognize individuals and families who help preserve the Association's future.

IX. ETHICAL STANDARDS

The Association shall:

- Encourage donors to seek independent legal and financial advice
- Avoid undue pressure or solicitation
- Maintain donor confidentiality
- Operate transparently
- Comply with IRS and Wisconsin nonprofit regulations
- Avoid conflicts of interest

The Association shall not provide legal or tax advice.



POLICY 23 - Legacy Giving Program

X. ACCEPTANCE REVIEW

The Executive Board may review proposed gifts for:

- Legal concerns
- Financial impact
- Environmental liability
- Restrictions inconsistent with Association purposes
- Operational burden
- Mission compatibility

Legal counsel may be utilized when necessary.

XI. RECORDKEEPING AND REPORTING

The Association shall maintain records of:

- Legacy gift agreements
- Restricted gift terms
- Donor acknowledgments
- Endowment activity
- Recognition requests
- Financial reporting

Records shall remain confidential except where disclosure is legally required.

XII. MARKETING AND OUTREACH

The Association may develop:

- Legacy brochures
- Estate planning information
- Donor packets
- Website resources
- Educational presentations
- Outreach letters
- Recognition campaigns

All materials shall reflect the dignity and professionalism of the Association.

XIII. POLICY REVIEW

This policy shall be reviewed periodically by the Executive Board and updated as necessary to maintain compliance, operational effectiveness, and donor stewardship standards.

XIV. SAMPLE LEGACY GIFT LANGUAGE

Suggested Bequest Language

“I give, devise, and bequeath to the Wisconsin EMS Honor Guard Association, Inc., a Wisconsin nonprofit corporation, the sum of \$_____ (or _____% of my estate) to be used for its general charitable purposes.”



POLICY 24 - Branding, Trademark, Logo, and Public Communications Policy

24.1 Purpose

The Wisconsin EMS Honor Guard Association (WIEMSHG) has established and maintains its name, logos, insignia, trademarks, branding, and public image as valuable Associational assets. This policy protects the Association's identity, ensures consistency of messaging, and prevents unauthorized use or misrepresentation of the Association.

The Association's name, logos, insignia, patches, badges, graphics, photographs, marketing materials, and related branding elements are the exclusive property of the Wisconsin EMS Honor Guard Association.

24.2 Ownership of Intellectual Property

The following are the sole property of the Wisconsin EMS Honor Guard Association:

- Wisconsin EMS Honor Guard Association name;
- Wisconsin EMS Honor Guard name, and
- official abbreviation WIEMSHG
- Association logos and insignia;
- Association patches and uniform emblems;
- Association badges and rank insignia;
- Association website content;
- Association social media content;
- Marketing materials, brochures, graphics, and publications;
- Training materials and manuals;
- Photographs, videos, and digital media created for the Association;
- Any trademarked, copyrighted, or otherwise protected Association property.

No member, district, officer, volunteer, sponsor, or outside Association acquires ownership rights to any Association intellectual property through use or membership.

24.3 Commander Approval Required

The State Commander, or designee authorized in writing by the Commander, shall approve all public-facing materials before publication, distribution, or release.

Approval is required for:

- | | |
|---|---------------------------------|
| • Advertisements; | • Website content; |
| • Brochures; | • Public service announcements; |
| • Flyers; | • Press releases; |
| • Fundraising materials; | • Sponsorship materials; |
| • Social media campaigns; | |
| • Grant proposals displaying Association branding; | |
| • Apparel or merchandise bearing Association logos; | |
| • Printed materials; | |
| • Electronic communications intended for public distribution; | |
| • Use of Association logos by sponsors or partners. | |



POLICY 24 - Branding, Trademark, Logo, and Public Communications Policy

No district, officer, member, or volunteer may independently publish, print, distribute, or advertise using Association branding without prior approval from the Commander.

24.4 District Use of Logos and Branding

No Independent District Identity

Districts may use Association branding only as Association representatives conducting official Association business. District use does not create ownership, an independent identity, a separate public presence, or a separate legal status.

Districts may not create district-specific logos, slogans, websites, social media pages, fundraising materials, email accounts, donor materials, press releases, printed materials, or public communications that imply independent status or district autonomy unless expressly approved in writing by the State Commander or designee.

Districts are authorized to use Association branding only while conducting official Association business.

Districts shall:

- Use only approved logos provided by the State Association;
- Use approved colors, graphics, and branding standards;
- Use official Association email signatures when available;
- Ensure all materials accurately represent Association policies and services;
- Submit public-facing materials for approval before publication.

Districts shall not:

- Create independent logos;
- Alter existing logos;
- Modify colors, wording, insignia, or trademarks;
- Create district-specific versions of the Association logo without approval;
- Use unofficial social media branding;
- Enter branding agreements with outside Associations.

The Association shall maintain one unified statewide identity.

24.5 Social Media and Website Use

Only authorized personnel may create or manage Association social media accounts.

District social media accounts must:

- Be approved by the State Commander;
- Use approved branding;
- Remain under Association ownership and control.
- Follow Association policies;

District Directors shall provide administrative access to the State Commander upon request. Upon an officer's resignation, removal, or expiration of appointment, all social media access credentials shall be transferred to the Association immediately.



POLICY 24 - Branding, Trademark, Logo, and Public Communications Policy

24.6 Public Communications, Social Media Posting, and Photo Approval

Authorized Posting. Only the State Commander, Executive Officer, Adjutant Officer, Public Information Officer, or a person specifically designated in writing may post official Association content or manage public Association communications.

Public Statements. Press releases, media statements, public comments on behalf of the Association, and event statements must be approved by the State Commander or designee before release. During LODD, serious injury, funeral, or family-support events, no public statement may be issued until family notification and agency coordination are confirmed.

Photo and Video Approval. Photos or videos from ceremonies, funerals, training, fundraising, or public events may be posted only with command approval and only when doing so does not violate family wishes, agency restrictions, privacy expectations, safety, dignity, or operational security. Images of grieving family members, caskets, private moments, minors, patients, medical scenes, or restricted locations shall not be posted without express approval.

Member Restrictions. While representing WIEMSHG, members shall not post speculation, internal disputes, confidential information, family details, unapproved death notifications, operational plans, political statements using Association identity, fundraising claims not approved by the State Association, altered logos, or any content that could embarrass the Association, the EMS profession, a family, a funeral home, or a partner agency.

Personal Accounts. Members may share approved public Association posts unless instructed otherwise. Personal posts must clearly avoid implying official Association statements unless the member is authorized to speak on behalf of WIEMSHG.

24.7 Sponsorship and Partner Use

Sponsors, donors, grant providers, hospitals, businesses, and partner Associations may use Association logos only with written authorization.

Approval may specify:

- Duration of use;
- Purpose of use;
- Required wording;
- Logo format requirements;
- Restrictions on modification.

Approval may be revoked at any time.



POLICY 24 - Branding, Trademark, Logo, and Public Communications Policy

24.8 Unauthorized Use

The following are prohibited:

- Unauthorized use of Association logos;
- Unauthorized use of Association trademarks;
- Using Association branding for personal business;
- Using Association branding for political purposes;
- Using Association branding to solicit donations without authorization;
- Using Association branding after membership termination;
- Using Association branding in a manner inconsistent with Association values or policies.
- Altering or modifying logos;
- Creating unofficial logos;

24.9 Media Relations

Only the State Commander or authorized designee may issue official statements on behalf of the Association.

District officers may discuss local operations, but shall not:

- Announce statewide policies;
- Commit the Association to agreements;
- Represent personal opinions as official Association positions.
- Speak on behalf of the Executive Board;

Media inquiries involving statewide matters shall be referred to the State Commander.

24.10 Copyright and Trademark Protection

The Association shall actively protect its trademarks, copyrights, logos, insignia, and branding.

The Executive Board may:

- Issue cease-and-desist letters;
- Demand removal of unauthorized materials;
- Revoke branding permissions;
- Seek legal remedies;
- Pursue trademark enforcement actions;
- Pursue copyright infringement action

24.11 Violations

Violation of this policy may result in:

- Verbal counseling;
- Written warning;
- Suspension of branding privileges;
- Removal from appointed office;
- Membership suspension;
- Membership termination;
- Legal action when appropriate.

24.12 Authority

The State Commander shall serve as the final approving authority for all Association branding, logo use, advertising, publications, public communications, and marketing materials unless such authority is delegated in writing.

The Wisconsin EMS Honor Guard Association shall maintain a single statewide brand identity to ensure professionalism, consistency, legal protection, and public trust.