



## **WISCONSIN EMS HONOR GUARD ASSOCIATION DRILL & CEREMONY MANUAL**

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A LEGACY OF HONOR

Framed within tradition and guided by duty, the Wisconsin EMS Honor Guard stands as a symbol of dignity, precision, and unwavering respect.

This manual exists not simply as instruction—but as a continuation of a legacy forged through sacrifice.

Every movement.  
Every command.  
Every formation.

Executed not for display—but for honor.

# The Wisconsin EMS Honor Guard Association

## **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 year end 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 organization 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.*

# The Wisconsin EMS Honor Guard Association

*They stood watch.  
They honored.*

**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 organization—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.

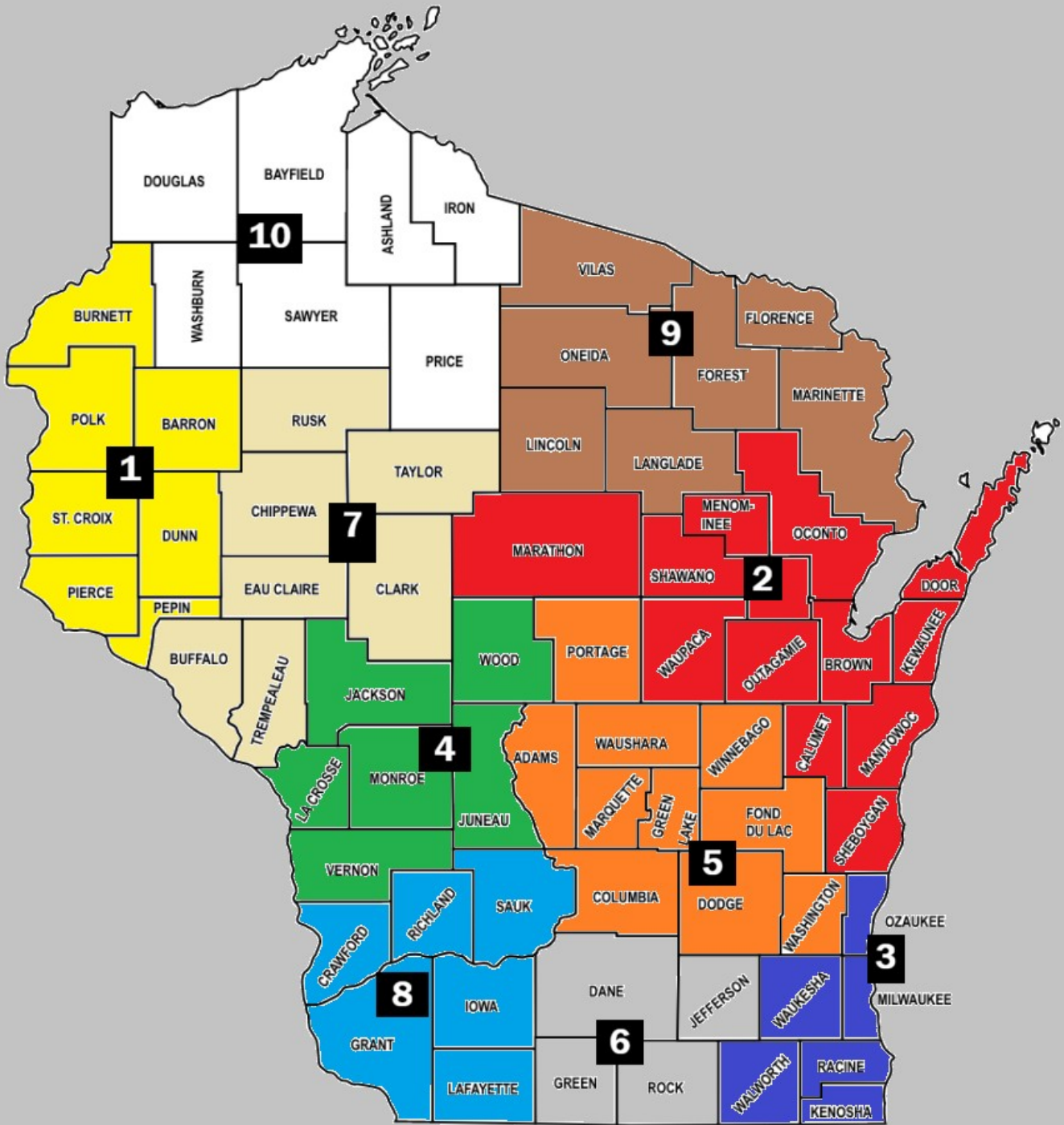
*What began in sorrow now stands as strength.  
What began as a loss now lives as a legacy.*

**THE STORY continues.**



Craig Nelson, Paramedic  
Commander of the Guard

# WISCONSIN





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# WISCONSIN EMS HONOR GUARD

## HONOR GUARD DRILL & CEREMONIAL MANUAL

*Procedures and Standards for Ceremonial Excellence*

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### **Wisconsin EMS Honor Guard**

Honoring Our Profession and How Our Heroes Served

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### **PURPOSE**

This memorandum officially distributes the Wisconsin EMS Honor Guard Drill & Ceremonial Manual, Version 2.4. All members are required to review, understand, and adhere to the procedures and standards contained herein.

## OPERATIONAL EXPECTATIONS

This manual establishes the professional standards expected during all Honor Guard operations:

- **Precision:** Execute all commands, movements, and procedures with exact adherence to prescribed techniques
- **Discipline:** Maintain military bearing, appearance, and conduct at all times
- **Excellence:** Perform every duty with the highest standards of professionalism and respect
- **Unity:** Execute all movements as a synchronized, disciplined unit

## MANUAL CONTENTS OVERVIEW

The manual is organized into 15 major sections plus 5 comprehensive appendices:

**Sections 1-8:** Drill & Movements (Commands, Positions, Facing Movements, Salutes, Marching, Manual of Arms, Saber)

**Sections 9-12:** Flag Operations (Color Guard, Flag History, Protocols & Display, Flag Folding)

**Sections 13-15:** Ceremonial Duties (Pallbearers, Casket Detail/Watch, Bugler)

**Appendices:** Command Summaries, Position Guides, Checklists, Reference Index, Glossary

## COMMAND COMMITMENT

The Wisconsin EMS Honor Guard is committed to maintaining the highest standards of ceremonial excellence, professionalism, and respect. This manual represents our collective dedication to honoring those who have served and sacrificed.

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*Craig Nelson* Date: 3/31/2026

Commander Signature

Craig A Nelson, Commander

Print Name & Title

## DOCUMENT INFORMATION

### PURPOSE

This manual establishes comprehensive standards, procedures, and protocols for all Wisconsin EMS Honor Guard ceremonial operations. It serves as the authoritative reference for drill movements, flag ceremonies, funeral honors, and public presentations, ensuring consistency, professionalism, and excellence across all Honor Guard activities.

### SCOPE

This manual applies to all Wisconsin EMS Honor Guard members participating in:

- Funeral and memorial services
- Flag ceremonies and color guard operations
- Public presentations and community events
- Official state and organizational ceremonies
- Training and qualification activities

### AUTHORITY

This manual is issued under the authority of the Wisconsin EMS Honor Guard Command and is consistent with:

- United States Flag Code (4 U.S.C. §§ 4-10)
- Department of Defense ceremonial standards
- State of Wisconsin protocols
- National EMS Memorial Service guidelines

### EFFECTIVE DATE

This manual becomes effective on the date of publication and supersedes all previous versions and conflicting guidance.

### REVIEW AND REVISION SCHEDULE

- **Annual Review:** Conducted each January by Honor Guard leadership
- **Revision Cycle:** Updated as needed based on operational experience, regulatory changes, or command direction
- **Feedback:** All Honor Guard members are encouraged to submit recommendations for improvement through their chain of command

### DOCUMENT CONTROL

- **Version:** 2.4
- **Custodian:** Wisconsin EMS Honor Guard Command

## QUICK NAVIGATION GUIDE

### DRILL & MOVEMENTS (Sections 1-8)

Foundation skills for all ceremonial operations, including commands, positions, facing movements, salutes, marching, manual of arms, and saber procedures.

### FLAG OPERATIONS (Sections 9-12)

Comprehensive guidance on color guard procedures, flag history, protocols, display standards, and proper folding techniques.

### CEREMONIAL DUTIES (Sections 13-15)

Specialized procedures for pallbearing, casket watch, and bugler operations during funeral and memorial services.

### REFERENCE MATERIALS (Appendices A-E)

Quick-reference tools include command summaries, position guides, preparation checklists, a comprehensive index, and a glossary of terms.

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## Section 1: Introduction

### PURPOSE

The Honor Guard represents the highest standards of discipline, respect, and ceremonial precision. This manual establishes standardized procedures and expectations to ensure uniformity, professionalism, and excellence in all Honor Guard operations, including:

1. **Drill and Ceremony** – Standardized movements, commands, and formations
  2. **Funeral Honors** – Dignified services honoring the fallen and supporting their families
  3. **Public Presentations** – Professional representation during community and public events
  4. **Official Ceremonies** – Execution of formal duties with precision and decorum
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**CORE VALUES. Honor** – Upholding dignity, integrity, and tradition in every action

1. **Respect** – Demonstrating the highest regard for the fallen, their families, fellow members, and ceremonial traditions
2. **Precision** – Executing every movement, command, and detail with accuracy and uniformity
3. **Professionalism** – Maintaining exemplary appearance, bearing, discipline, and conduct at all times

## Section 2: Commands

Commands are given in two distinct parts, allowing personnel to anticipate and execute movements with precision:

### 1. Preparatory Command

- Indicates the movement or action that is about to occur
- Prepares personnel mentally and physically to respond

### 2. Command of Execution

- Signals when the movement is to be carried out
- Delivered in a sharp, distinct tone to ensure immediate response

## Section 3: Positions

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### **POSITION OF ATTENTION. Command: “Honor Guard, ATTENTION.”**

1. On the command “ATTENTION,” bring the left heel smartly against the right heel.
2. Turn both feet outward evenly to form approximately a 45-degree angle, with heels touching and aligned.
3. Keep the legs straight, without locking the knees.
4. Position the arms straight at the sides:
  - Thumbs placed along the trouser seams.
  - Palms facing inward toward the legs.
  - Fingers naturally curled and joined.
5. Maintain proper upper body posture:
  - Stand erect with shoulders back and chest lifted.
  - Keep the head level, eyes straight to the front.
6. While at attention:
  - Remain completely still.
  - No talking or unnecessary movement is permitted.
  - Maintain full military bearing and discipline.

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### **PARADE REST. Command: “Parade, REST.”**

1. On the command “REST,” move the left foot approximately 12 inches to the left in a sharp, controlled manner.
  - Heels remain aligned.
  - Body weight is evenly distributed between both legs.
2. Simultaneously, bring both hands behind the back and clasp them together.
3. Position the hands as follows:

- Left hand placed in the small of the back.
  - Right hand placed over the left hand.
4. Keep all fingers extended and joined, with the palms facing outward (to the rear).
  5. Maintain proper posture:
    - Stand erect with shoulders back and chest lifted.
    - Keep the head level and eyes straight to the front.
  6. While at parade rest:
    - Remain completely still and silent.
    - No talking or movement is permitted.
  7. The only command that may be given while in this position is “ATTENTION.”
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**CEREMONIAL PARADE REST. Command: “Ceremonial, PARADE REST.”**

1. On the command “REST,” move the left foot approximately 12 inches to the left in a controlled manner.
    - Heels remain aligned.
    - Body weight is evenly distributed between both legs.
  2. Simultaneously, bring both hands to the front of the body and clasp them together.
  3. Position the hands at the center of the body, approximately at the navel (belt line) area.
  4. Hand placement:
    - Left hand placed over the right hand.
  5. Keep all fingers extended and joined, with the palms facing inward toward the body (natural hand position when clasped in front).
  6. Maintain proper posture:
    - Stand erect with shoulders back and chest lifted.
    - Keep the head level and eyes straight to the front.
  7. While in this position:
    - Remain completely still and silent.
    - No talking or unnecessary movement is permitted.
  8. The only command that may be given while in this position is “ATTENTION.”
- 

**AT EASE. Command: “AT EASE.”**

1. On the command “Ease,” move the left foot approximately 12 inches to the left in a controlled manner.
  - Heels remain aligned.
  - Body weight is evenly distributed between both legs.
  - This movement is less rigid than “Parade, Rest” and does not require sharp precision.

2. Simultaneously, bring both hands behind the back and clasp them together.
    - This action is also relaxed and not performed with exaggerated sharpness.
  3. Position the hands as follows:
    - Left hand placed against the back.
    - Right hand placed over the left hand.
  4. While at ease:
    - Personnel may move the head and eyes freely.
    - Quiet conversation is permitted in low tones.
    - Maintain overall military bearing and awareness at all times.
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**FALL OUT. Command: “FALL OUT.”**

1. On the command “Out,” personnel will leave their position in ranks in a controlled and orderly manner.
    - Do not rush or create unnecessary noise or confusion.
    - Maintain awareness of others while exiting the formation.
  2. Proceed directly to the predesignated area or as instructed by the commander.
    - Movement may be conducted at a normal walking pace unless otherwise directed.
  3. Once clear of formation:
    - You are no longer required to maintain formation alignment or strict military bearing.
    - Remain attentive for further instructions or recall.
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**DISMISSED. Command: “DISMISSED.”**

1. On the command “Dismissed,” take a 12-inch step backward with the left foot, followed by the right foot, returning briefly to the Position of Attention.
2. Execute an About Face in a controlled and disciplined manner.
3. After completing the movement, exit the area in an orderly fashion.
  - Maintain professionalism until clear of the formation area.

## Section 4: Facing Movements

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### **RIGHT FACE. Command: “Right, FACE” (*Two-count movement*)**

1. On the command “FACE,” pivot 90 degrees to the right by turning on the heel of the right foot and the ball of the left foot.
    - Keep the legs straight, but not locked.
    - Maintain upper body posture and arm position.
    - (*Count 1*)
  2. Bring the left foot smartly alongside the right foot, returning to the Position of Attention.
    - (*Count 2*)
- 

### **LEFT FACE. Command: “Left, FACE” (*Two-count movement*)**

1. On the command “FACE,” pivot 90 degrees to the left by turning on the heel of the left foot and the ball of the right foot.
    - Keep the legs straight, but not locked.
    - Maintain upper body posture and arm position.
    - (*Count 1*)
  2. Bring the right foot smartly alongside the left foot, returning to the Position of Attention.
    - (*Count 2*)
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### **ABOUT FACE. Command: “About, FACE” (*Two-count movement*)**

1. On the command “FACE,” move the right foot:
  - Place the ball of the right foot approximately half a foot-length behind and slightly to the left of the left heel.
  - Keep the left foot in place.
  - Distribute weight between the left heel and the ball of the right foot.
  - (*Count 1*)
2. Pivot 180 degrees to the right, turning on the left heel and the ball of the right foot, until facing the rear.
  - Maintain balance, posture, and alignment throughout the turn.
3. Bring the right foot smartly alongside the left, resuming the Position of Attention.
  - Knees remain straight, but not locked.
  - Thumbs remain on trouser seams throughout the movement. (*Count 2*)

## Section 5: Salute

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### **PRESENT ARMS. The Command is: “Present, ARMS” (*One-count movement*)**

1. On the command “ARMS,” raise the right hand smartly in the most direct manner until the tip of the forefinger touches the lower edge of the cover, slightly to the right of the right eye.
  2. Hand and arm position:
    - Fingers extended and joined, thumb aligned along the forefinger
    - Palm slightly angled, visible when looking straight ahead
    - Upper arm parallel to the ground (deck)
    - Elbow in line with the body
    - Forearm angled approximately 45 degrees
  3. Wrist and hand remain straight, forming a continuous line with the forearm.
  4. The remainder of the body stays in the Position of Attention.
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### **ORDER ARMS. The Command is: “Order, ARMS” (*One-count movement*)**

1. On the command “ARMS,” lower the right hand smartly and directly to the side, returning to the Position of Attention.
  2. Fingers return to a natural curl, aligned with the trouser seam.
- 

### **HONOR SALUTE. The Command is: “Honor, SALUTE” (*Two-count movement*)**

1. On the command “SALUTE,” raise the right hand slowly over a count of 3 seconds in the most direct manner until the tip of the forefinger touches the lower edge of the cover, slightly to the right of the right eye. (*Count 1*)
2. Hand and arm position (same as Present Arms):
  - Fingers extended and joined, thumb along the forefinger
  - Palm visible when looking straight ahead
  - Upper arm parallel to the ground
  - Elbow aligned with the body
  - Forearm at approximately 45 degrees
  - Wrist and hand straight
3. The body remains in the Position of Attention throughout.
4. After holding briefly, lower the right hand slowly over 3 seconds back to the side, returning to the Position of Attention.
  - Fingers resume natural curl (*Count 2 – movement complete*)

## Section 6: Marching Movements

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**FORWARD MARCH. The Command is:** “Forward, MARCH.”

1. On the preparatory command “**Forward,**” shift the **body weight to the right leg** without noticeable movement.
  2. On the command of execution “**MARCH,**” step off **smartly with the left foot**, moving straight ahead.
  3. Maintain the following marching standards:
    - **Step length:** 30 inches
    - **Cadence:** Quick time
    - **Arm swing:**
      - 6 inches forward
      - 3 inches to the rear
    - Arms swing **naturally**, without exaggeration
  4. Continue marching in the **direction of movement** until given another command.
- 

**HALT. The Command is:** “Honor Guard, HALT.”

- Both parts of the command are given as the **left foot strikes the ground.**
  - May be given from **Forward March, Mark Time, or Half Step.**
    - Both parts of the command are given as the **left foot strikes the ground.**
    - May be given from **Forward March, Mark Time, or Half Step.**
1. On the command “**HALT,**” take **one additional step with the right foot.**
  2. Bring the **left foot forward**, placing the heel against the right heel.
  3. Resume the **Position of Attention.**

### MARK TIME

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**From the Halt. The Command is:** “Mark Time, MARCH.”

1. On “**MARCH,**” begin marching **in place**, starting with the **left foot.**
2. Raise each foot:
  - **Ball of foot:** approximately 2 inches off the ground
  - **Heel:** approximately 4 inches off the ground
3. Maintain:
  - **Quick time cadence**
  - **Natural arm swing** (do not exaggerate)

- **Upper body at Attention**
4. To change movement, commands include:
    - “Forward, MARCH.”
    - “Half Step, MARCH.”
    - “Honor Guard, HALT.”
- 

**From the March. The Command is:** “Mark Time, MARCH.”

- Given as the **left foot strikes the ground.**
    - Given as the **left foot strikes the ground.**
1. On “**MARCH,**” take **one more step with the right foot**, then halt forward movement.
  2. Begin marching **in place**, starting with the **left foot**, maintaining proper foot lift and cadence.
  3. Maintain **natural arm swing** and **Position of Attention.**
  4. Resume or stop with appropriate commands.

## **HALF STEP**

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**From the Halt. The Command is:** “Half Step, MARCH.”

1. On “**MARCH,**” step off with **15-inch steps** at a **quick time cadence.**
  2. Movement standards:
    - Balls of the feet strike before the heels
    - Arms swing **6 inches forward / 3 inches back**
    - Movements remain **controlled and natural**
  3. Maintain **Position of Attention** in the upper body.
  4. Transition commands:
    - “Forward, MARCH.”
    - “Mark Time, MARCH.”
    - “Honor Guard, HALT.”
- 

**From the March. The Command is:** “Half Step, MARCH.”

- Given as the **left foot strikes the ground.**
    - Given as the **left foot strikes the ground.**
1. On “**MARCH,**” adjust to **15-inch steps** while maintaining cadence.
  2. Continue natural arm swing and proper posture.
  3. Resume or stop with appropriate commands.
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**SIDE STEP. Purpose:** To move the formation a **short distance left or right**.

1. **The Command is:** “Right (Left) Step, MARCH” (*Two-count cadence*)
  2. Movement begins from the **Position of Attention**.
  3. On “**MARCH**,”:
    - Step **12 inches** to the indicated side
    - Bring the trailing foot **smartly alongside** the lead foot
  4. Maintain:
    - **Legs straight, not stiff**
    - **Arms at sides (Attention position)**
    - **Quick, controlled cadence**
  5. **To Halt:** “Honor Guard, HALT.”
    - Given while stepping
    - On “**HALT**,” bring feet together and return to **Attention**
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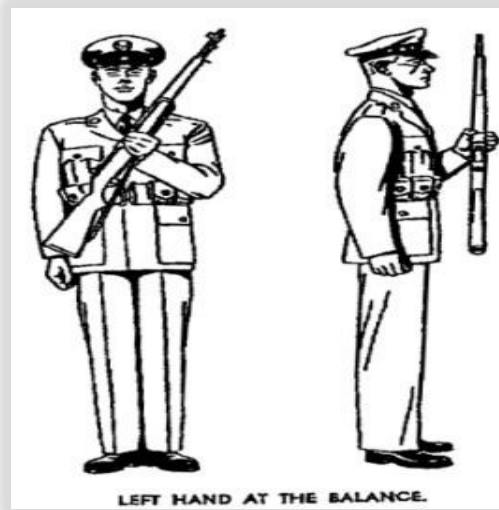
**TO THE REAR. Purpose:** To reverse direction while marching.

1. **The Command is:** “To the Rear, MARCH.”
    - Given as the **right foot strikes the ground**.
  2. On “**MARCH**,”:
    - Take one more step with the **left foot**
  3. Pivot **180 degrees to the right** on the **balls of both feet**
  4. Immediately step off with the **left foot in the new direction** (to the rear), maintaining cadence.
  5. Feet should be approximately **15 inches apart during the turn**.
  6. Arms remain at the **Position of Attention** throughout.
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**CHANGE STEP. The Command is:** “Change Step, MARCH.”

- Given as the **right foot strikes the ground**.
    - Given as the **right foot strikes the ground**.
1. On “**MARCH**,”:
    - Take one more **30-inch step**
  2. As the **right foot moves forward**, place the **toe near the left heel**
  3. Step off again with the **left foot**, establishing the new cadence.
  4. This movement **changes step alignment**, not rhythm.
  5. Continue marching until given another command.
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## Section 7: Manual of Arms



### Nomenclature of the M1 Garand



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### GENERAL GUIDELINES. Definition of “At Balance.”

1. The term “**at balance**” refers to the point on the rifle **just forward of the trigger housing**.
  - This is the primary control point for most rifle movements.
2. **Diagonal Position Across the Body**
  - When a movement specifies the rifle is “**diagonally across the body**”:
    - The **barrel is oriented upward**
    - The **butt of the rifle rests in front of the right hip**
    - The barrel crosses the body at a point **near the junction of the neck and left shoulder**
  - The rifle is grasped **at the balance with the left hand**:
    - **Palm facing inward toward the body**
    - **Wrist straight**

- Grip remains **firm and controlled**

### 3. Cadence of Rifle Movements

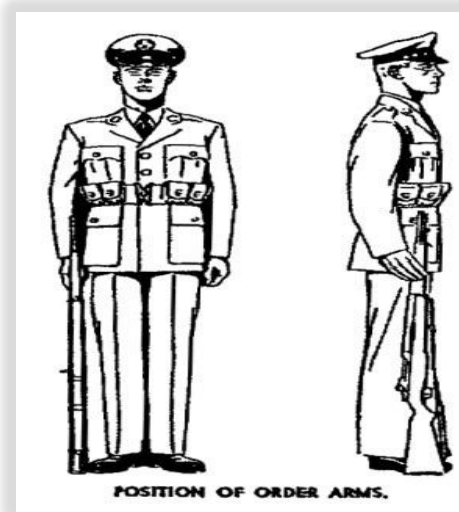
- All rifle movements are executed at a **quick, controlled cadence**.
- During early training:
  - Emphasis is placed on **precision and correct technique**, not speed
  - Cadence develops naturally with **repetition and proficiency**
- Instructors may require personnel to **count cadence aloud** to reinforce timing and uniformity.

### 4. Method of Instruction

- The **Manual of Arms is initially taught at the halt** to ensure proper technique and control.
- Movements may be executed **“By the Numbers”** during instruction:
  - Each count is performed **individually and deliberately**
  - Allows for **detailed correction and mastery of each phase**

### 5. Application During Marching

- To maintain engagement and prevent fatigue during extended movements, the following may be executed while marching at attention:
  - **Right Shoulder Arms ↔ Left Shoulder Arms**
  - **Port Arms**
- These movements must be performed with continuous cadence, alignment, and control.



#### 7.1 POSITION OF ORDER ARMS

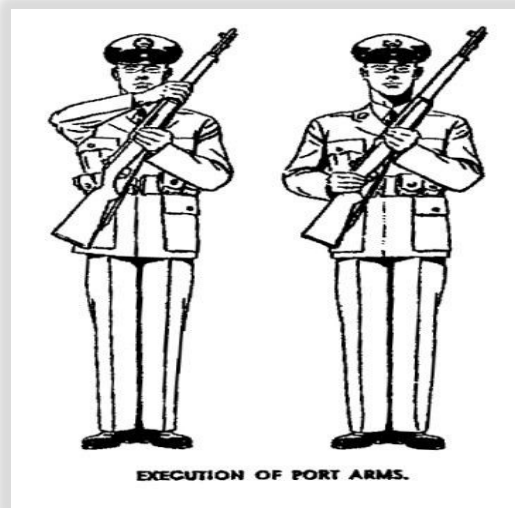
- Rest the butt of the rifle on the ground with the barrel to the rear. Hold the toe of the butt against the right shoe and in line with the toe.

- Hold the rifle between the thumb and fingers of the right hand, keeping the open part of the hand to the front and the hand and forearm behind the Rifle.
- Hold the left hand in the position of attention.

## 7.2 ORDER ARMS FROM TRAIL ARMS

- From trail arms, the command is “ORDER ARMS”. At the command “ARMS”, lower the rifle with the right hand and resume the order.

## 7.3 PORT ARMS FROM ORDER ARMS

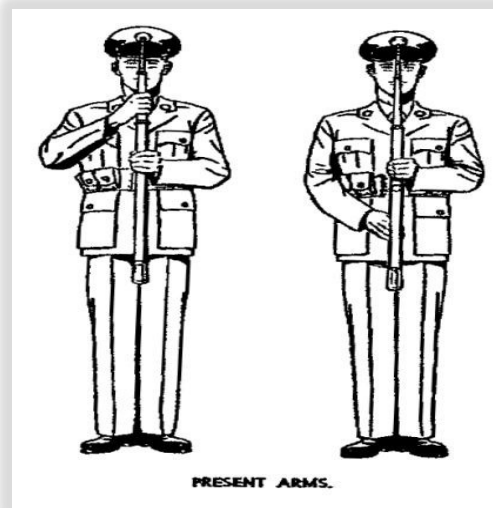


At order arms, **the command is** “PORT ARMS”.

- At the command “ARMS,” which is the count of (one) in this movement, raise the rifle with the right hand and carry it diagonally across the front of the body until the right hand is in front and slightly to the left of the face.
- The butt of the Rifle is in front of the right hip, with the barrel up.
- The barrel crosses a point opposite the junction of the neck and the left shoulder.
- At the same time, grasp the rifle at the balance with the left hand, palm toward the body with the wrist straight, and fingers joined.
- (Two) Move right hand to the small of the stock, grasping it, palm down, holding the right forearm horizontal; left elbow rests against the body.
- The rifle is held approximately 4 inches from the body and parallel to it.

## 7.4 PRESENT ARMS FROM ORDER ARMS

1. **The Command is:** “Present, ARMS” (*Two-count movement*) COUNT 1
2. On the command of execution “ARMS,” raise the rifle with the right hand and bring it directly in front of the center of the body.
3. Establish the following position:
  - Barrel vertical and to the rear
  - Rifle centered on the body’s midline
  - Right hand controls the movement smoothly and directly COUNT 2
4. Simultaneously, grasp the rifle at the balance with the left hand:
  - Forearm horizontal
  - Left elbow resting naturally against the body
  - Palm facing inward, wrist straight, fingers extended and joined



Move the right hand to the small of the stock, grasping firmly:

- - Palm facing inward/downward
  - Maintain control and alignment of the rifle
- 1. Final position:
  - Rifle held vertically, centered on the body
  - Approximately 3–4 inches from the body
  - Body remains at the Position of Attention

## 7.5 ORDER ARMS FROM PRESENT (OR PORT) ARMS

1. **The Command is:**“Order, ARMS” (*Three-count movement*) COUNT 1
2. *Maintain uniform cadence and precision throughout all counts.*
3. On the command of execution “ARMS,” move the right hand from the small of the stock and regrasp the rifle between the upper sling swivel and the stacking swivel.
  - Maintain control of the rifle’s vertical alignment
  - Body remains at the Position of Attention COUNT 2
4. Release the left hand from the balance and begin lowering the rifle to the right side.
5. Guide the rifle downward until the butt is approximately 3 inches above the ground:
  - Barrel remains to the rear and vertical
  - Left hand moves down along the rifle to steady and control descent
  - Fingers extended and joined
  - Forearm and wrist straight, angled naturally downward, COUNT 3
6. Lower the rifle *smoothly* to the final distance to the ground with the right hand, placing the butt gently on the deck beside the right foot.
7. Simultaneously, cut the left hand sharply back to the side, returning to the Position of Attention.
8. Final position:
  - Rifle at Order Arms
  - Right hand maintaining proper grip
  - Body fully aligned at Attention

## 7.6 ORDER ARMS FROM PRESENT (OR PORT) ARMS

1. **The Command is:** “Order, ARMS” (*Three-count movement*) COUNT 1
2. On the command of execution “ARMS,” move the right hand from the small of the stock and regrasp the rifle between the upper sling swivel and the stacking swivel.
  - Maintain full control and vertical alignment of the rifle
  - Body remains at the Position of Attention COUNT 2
3. Release the left hand from the rifle and begin lowering the Rifle to the right side.
4. Guide the rifle downward until the butt is approximately 3 inches above the ground:
  - Barrel remains vertical and to the rear
  - The left hand slides down the rifle to steady the movement
  - Fingers extended and joined
  - Forearm and wrist straight, inclined naturally downward, COUNT 3
5. Lower the rifle the remaining distance with the right hand, placing the butt gently on the ground beside the right foot.

6. Simultaneously, cut the left hand sharply to the side, returning to the Position of Attention.

**7. Final position:**

- Rifle at Order Arms, properly aligned
- Right hand in correct grip
- Body fully composed at Attention

**KEY NOTES**

- The rifle is lowered smoothly and under control—never forced or slammed.
- Maintain consistent cadence and sharp execution throughout all counts.
- Ensure the rifle remains vertical and properly aligned at all times.

**7.7 PRESENT ARMS FROM PORT ARMS**

**1. The Command is: “Present, ARMS”** (*One-count movement*)

**2.** On the command of execution “ARMS,” lower and rotate (twist) the rifle with the right hand, bringing it to a vertical position centered on the body.

**3.** Simultaneously, regrasp the rifle with the left hand just forward of the balance:

- Left forearm horizontal, resting naturally against the body
- Palm facing inward, wrist straight, fingers extended and joined

**4.** Final position:

- Rifle vertical, centered, barrel to the rear
- Body at the Position of Attention
- Movement completed in one count

**7.8 PORT ARMS FROM PRESENT ARMS**

**1. The Command is: “Port, ARMS”** (*One-count movement*)

**2.** On the command of execution “ARMS,” raise and rotate (twist) the rifle with the right hand, guiding the Rifle diagonally across the body.

**3.** Simultaneously, adjust and regrasp the rifle at the balance with the left hand:

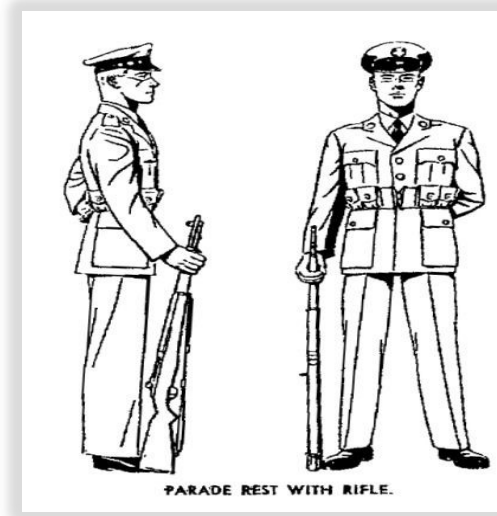
- Palm inward, wrist straight, fingers extended and joined

**4.** Establish the Port Arms position:

- Rifle held diagonally across the body
- Butt in front of the right hip
- Barrel angled upward, crossing near the left shoulder/neck junction
- Rifle approximately 3–4 inches from the body

**5.** Movement completed in one count, maintaining control and alignment.

## 7.9 PARADE REST FROM ORDER ARMS



### The Command is: “Parade, REST.”

1. On the command of execution “REST,” move the left foot 12 inches to the left:
  - Legs remain straight, not locked
  - Weight evenly distributed
2. Simultaneously, incline the muzzle of the rifle forward.
3. Extend the right arm downward, grasping the rifle just below the stacking swivel:
  - Rifle remains under control and properly aligned
4. Place the left hand behind the back:
  - Resting in the small of the back
  - Palm flattened and facing outward (to the rear)
  - Fingers extended and joined
5. Final position:
  - Rifle angled forward in a controlled position
  - Body erect, eyes forward
  - Silence and stillness maintained

## **7.10 ATTENTION FROM PARADE REST**

- 1. The Command is: “Team (Color Guard), ATTENTION.”**
2. On the command of execution “ATTENTION,”:
  - Bring the left foot smartly back to meet the right foot
  - Simultaneously, raise the rifle from Parade Rest to the Order Arms position
3. Resume the Position of Attention:
  - Body erect, eyes forward
  - Rifle properly aligned at the right side
  - Complete stillness and silence maintained

## **7.11 RIGHT SHOULDER ARMS FROM ORDER ARMS**

- 1. The Command is: “Right Shoulder, ARMS”** (*Four-count movement*) COUNT 1
2. On the command of execution “ARMS,” raise the rifle with the right hand and carry it diagonally across the body.
3. Simultaneously, grasp the rifle at the balance with the left hand:
  - Palm inward, wrist straight, Fingers extended and joined, COUNT 2
4. Regrasp the butt of the rifle with the right hand:
  - Heel of the butt between the thumb and first two fingers closed firmly around the stock COUNT 3
5. Without changing the right-hand grip, place the rifle onto the right shoulder:
  - Barrel up, inclined approximately 45 degrees
  - Rifle aligned in a vertical plane perpendicular to the front
6. Establish proper positioning:
  - Trigger guard rests in the hollow of the right shoulder
  - Right elbow against the side of the body
  - Right forearm horizontal
7. Simultaneously, guide the rifle into position with the left hand at the small of the stock:
  - Thumb and fingers extended and joined
  - The first joint of the left forefinger touches the rear of the receiver
  - Wrist straight, elbow down COUNT 4
8. Cut the left hand smartly to the side, returning to the Position of Attention.

## **FINAL POSITION**

- Rifle resting securely on the right shoulder
- Barrel elevated at approximately 45 degrees
- Body aligned and motionless at Attention

## 7.12 PORT ARMS FROM RIGHT SHOULDER ARMS

1. **The Command is: “Port, ARMS”** (*Two-count movement*) COUNT 1
2. On the command of execution “ARMS,” press the butt of the rifle downward with the right hand and simultaneously bring the rifle diagonally across the body.
3. As the rifle moves, rotate it clockwise approximately  $\frac{1}{4}$  turn to position the barrel upward. Smooth and controlled.
4. Maintain the right-hand grasp on the butt while simultaneously grasping the rifle at the balance with the left hand:
  - Palm facing inward, Wrist straight
  - Fingers extended and joined COUNT 2
5. Move the right hand to the small of the stock, establishing a firm and controlled grip:
  - Palm facing downward
  - Right forearm horizontal
6. Final position (Port Arms):
  - Rifle held diagonally across the body
  - Butt in front of the right hip
  - Barrel angled upward, crossing near the left shoulder/neck junction. Rifle approximately 3–4 inches from the body
7. Body remains at the Position of Attention throughout the movement.

## 7.13 ORDER ARMS FROM RIGHT SHOULDER ARMS

- **The Command is: “Order, ARMS”** (*Four-count movement*) COUNT 1
- On the command of execution “ARMS,” execute the first movement of Port Arms from Right Shoulder Arms:
  - Press the butt downward and bring the rifle diagonally across the body
  - Rotate the rifle to place the barrel upward
  - Left hand grasps the balance COUNTS 2–4
  - Execute the three-count movement of Order Arms from Port Arms:
    - Count 2: Regrasp the rifle with the right hand between the upper sling swivel and the stacking swivel
    - Count 3: Release the left hand and lower the rifle to the right side, controlling descent until the butt is approximately 3 inches above the ground
    - Count 4: Lower the rifle gently to the ground and cut the left hand smartly to the side, resuming the Position of Attention

## FINAL POSITION

- Rifle at Order Arms
- Body aligned at Attention
- Movement executed with controlled cadence and precision

## 7.14 RIGHT SHOULDER ARMS FROM PORT ARMS

- **The Command is:** “Right Shoulder, ARMS” (*Three-count movement*) (COUNT 1)
- On the command of execution “ARMS,” move the right hand to the butt of the rifle, establishing a firm grip. (COUNTS 2–3).
- Execute the final two movements of Right Shoulder Arms from Order Arms:
- Lift and position the rifle upward toward the right shoulder, maintaining proper alignment
- Seat the rifle firmly on the right shoulder:
- Barrel up at approximately 45 degrees,
- The trigger guard rests in the hollow of the shoulder
- Left hand guides the rifle, then prepares to release
- Cut the left hand smartly to the side, returning to Attention

### FINAL POSITION

- Rifle at Right Shoulder Arms
- Body erect, eyes forward
- Proper alignment and bearing maintained

### MANUAL OF ARMS WHILE MARCHING

The Manual of Arms is not normally executed while marching, except when marching at Attention. Authorized movements while marching include:

- Right Shoulder Arms ↔ Left Shoulder Arms
- Port Arms ↔ Shoulder Arms transitions
- These movements may be used to:
- Enhance visual presentation during drill
- Reduce fatigue during extended marches
- The command of execution is given as the foot in the direction of the movement strikes the ground.

Upon the command:

- Take one additional step
- Execute the movement in cadence with the march

Maintain throughout:

- Step cadence and interval
- Upper body control and alignment
- Precise Rifle handling

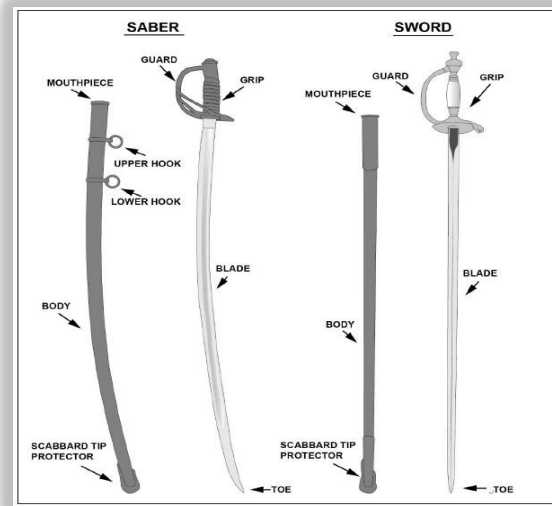
# Section 8: SABER — General Guidelines

## Manual of Arms – Saber and Sword

Officers wear the saber during ceremonies with troops under arms, or as directed. It is carried on the left side of the body, attached to the belt by the scabbard chain, with the guard of the saber to the rear. The sword is worn by all platoon sergeants and first sergeants while participating in ceremonies with troops under arms, or as directed. It is carried in the same manner as the officer's saber.

### Nomenclature

**8.1** The nomenclature for the saber is saber for all officers, model 1902. The blade is 31 inches long. The nomenclature for the sword is NCO's sword, model 1840. Figure E-1 on page E-2 shows the nomenclature for pertinent parts of the saber (sword) and scabbard.



**Figure 8-1. Nomenclature, saber, and sword**

## Standing Manual of Arms

8.2 Execute Standing with the saber (sword) using the following procedures.

### Attention

8.3 *Attention* is the position before the command **Draw, SABER (SWORD)**, and after the command **Return, SABER (SWORD)**. The hands are behind the trouser seams, and the thumbs touch the first joint of the forefingers (see figure E-2).

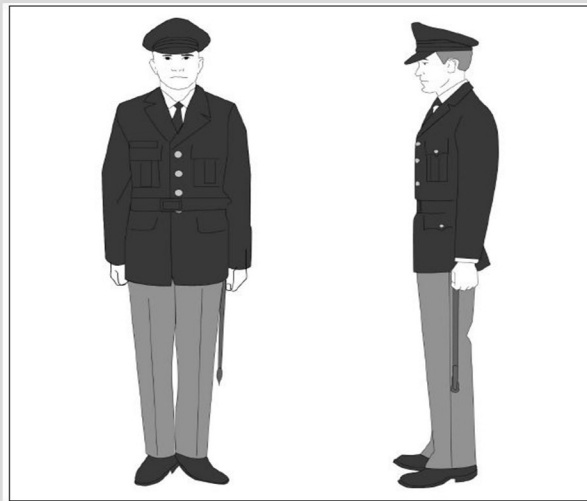


Figure 8.2 Position of Attention, saber, and sword

### Draw Saber (Sword)

8.4 To *Draw Saber (Sword)*, at the preparatory command **Draw**, grasp the scabbard with the left hand, turning the scabbard clockwise 180 degrees, tilting it forward to form an angle of 45 degrees with the ground. Take the saber (sword) grip in the right hand and pull the saber about 6 inches from the scabbard. The right forearm should now be roughly parallel to the ground as seen in figure E-3 on page E-4.

8.5 On the command of execution **SABER (SWORD)**, the saber (sword) is pulled out of the scabbard and held in the position of *Carry Saber (Sword)*. The saber (sword) should be held with the inner blade-edge riding in a vertical position along the forward tip of the right shoulder (see figure E-4 on page E-5).



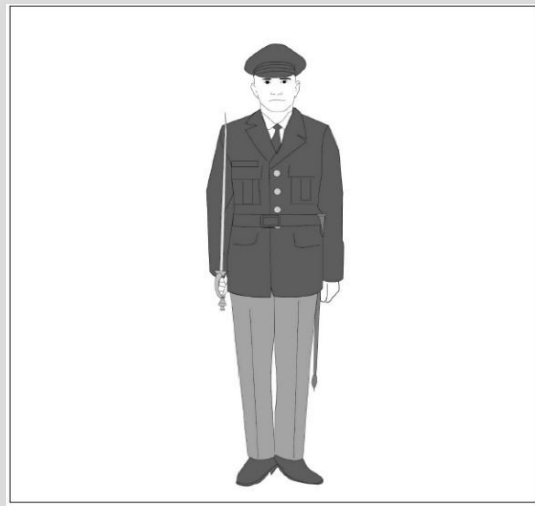
**Figure 8.4 Draw Saber (Sword)**

### **Carry Saber (Sword)**

**8.6** The *Carry Saber (Sword)* position is assumed under the following situations:

- To give commands.
- To change positions.
- By officers when officially addressing (or when officially addressed by) another officer, if the saber is drawn.
- By NCOs when officially addressing a Soldier, or when officially addressed by an officer, if the sword is drawn.
- Before returning the saber (sword) to the scabbard.
- At the preparatory command for (and while marching at) quick time.

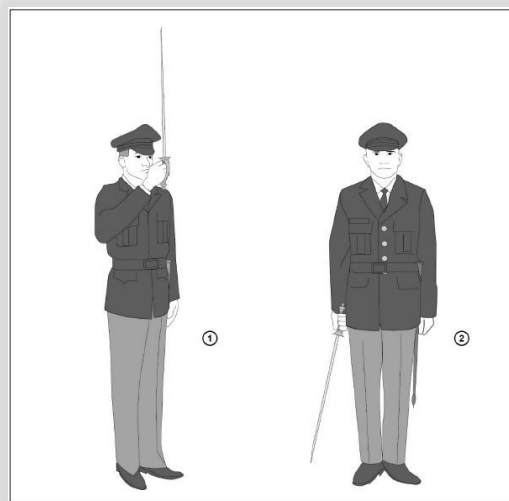
**8.7** At *Carry Saber (Sword)* (see figure E-4), the officer (NCO) is at the *Position of Attention*. The saber (sword) is held in the right hand; the wrist is as straight as possible with the thumb along the seam of the trouser leg. The point of the blade rests inside the point of the shoulder and not along the arm. The saber (sword) is held in this position by the thumb and forefinger grasping the grip, and it is steadied with the second finger behind the grip.



**Figure 8.6 Carry Saber**

### **Present Saber (Sword)**

**8.8** *Present Saber (Sword)* may be executed from the carry when serving in the capacity of COT or serving in a command that is not part of a larger unit. On the preparatory command of **Present**, the saber (sword) is brought to a position (at the rate of two counts) approximately 4 inches from the nose so that the tip of the saber (sword) is 6 inches from the vertical (see figure E-5, item 1 on page E-6). At the command of execution **ARMS**, the right hand is lowered (at the rate of two counts) with the flat of the blade upward, the thumb extended on the left side of the grip (see figure E-5, item 2 on page E-6), and the tip of the saber (sword) about 6 inches from the marching surface.



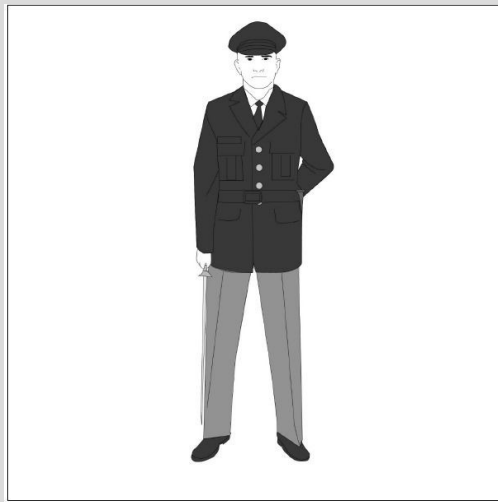
**Figure 8.8 Present Saber (Sword)**

## Order Arms

**8.9** On the command **Order ARMS**, the saber (sword) is returned to the position of *Carry Saber (Sword)*.

## Parade Rest

**8.10** This position is assumed without moving the saber (sword) from the *Order Arms* position. At the command of execution, the left foot is moved about 10 inches to the left (of the right foot), and the left hand is placed in the small of the back, fingers extended and joined, palm to the rear (see figure E-6). At the command of execution **ATTENTION**, the left hand and foot are returned to the *Position of Attention*.



**Figure 8.10 Parade Rest**

**Note.** Whenever the saber (sword) is at the *Order Arms* position, the saber (sword) is straight, not at an angle inward or outward in relationship to the body.

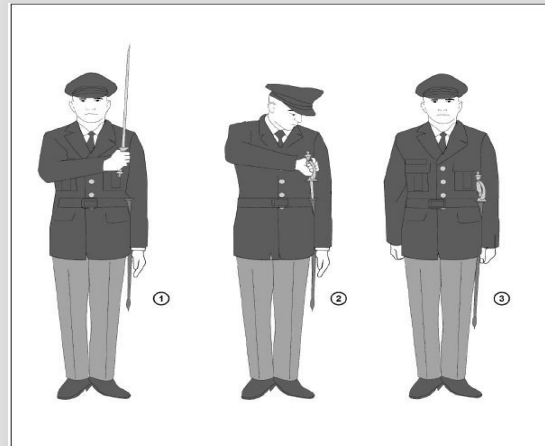
## Return Saber (Sword)

**8.11** *Return Saber* is executed from *Carry Saber (Sword)* in three counts. At the preparatory command **Return** of the command officers (NCOs), **Return, SABER (SWORD)**, the saber (sword) is brought to a vertical position (see figure E-7, item 1 on page E-8). The forearm (wrist) is held parallel to the marching surface about 3 inches from the body; the guard is pointed to the left.

**8.12** At the command of execution **SABER (SWORD)**, three actions take place simultaneously: the saber (sword) is pivoted downward toward the guard, and at the same time, the scabbard is grasped with the left hand just above the upper brass ring mounting. Tilt it forward and turn it clockwise 180 degrees. The scabbard should form a 45-degree angle with the ground, and the saber (sword) bearer turns their head to the left and looks down to observe the mouthpiece of the scabbard (the shoulders remain squared to the

front and level). As smoothly and as quickly as possible, the saber (sword) is inserted into the scabbard and stopped so that about 12 inches of the blade is showing; the right forearm (wrist) is horizontal to the marching surface and 3 inches from the body (see figure E-7, item 2).

**8.13** At the command of execution, **CUT** of the command **Ready, CUT**, the saber (sword) is thrust smartly into the scabbard. The scabbard is rotated so that its tip is forward, and the saber (sword) bearer comes to *Attention* (see figure E-7, item 3).



**Figure 8.12 Return Saber (Sword)**

### Marching Manual of Arms

**8.14** While marching, the saber (sword) is carried with the inner blade edge riding in a vertical position along the forward tip of the right shoulder (see figure E-8). The saber (sword) remains parallel with the right arm as the Soldier marches.

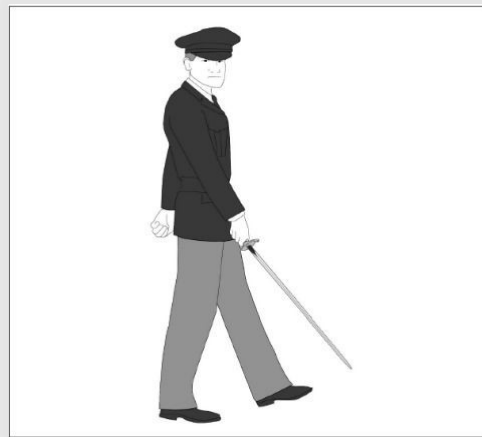


**Figure E-8. Marching position**

## Eyes Right While Marching

**8.15** The command **Ready, Eyes, RIGHT** is executed while marching at *Carry Saber (Sword)*. The command "**Ready**" is given when the right foot strikes the marching surface (no action is taken). The second time the right foot strikes the marching surface, the command **Eyes** is given, and the saber (sword) is brought to the position (count one position) of *Present Arms*. No action is taken the third time the right foot strikes the marching surface. The fourth time the right foot strikes the marching surface, the command **RIGHT** is given. As the foot strikes the marching surface, the head is turned sharply to the right at a 45-degree angle, and the saber (sword) is brought downward (see figure E-9 on page E-10).

**Note.** The initial preparatory command, "Ready," is used only when marching with a guidon bearer.



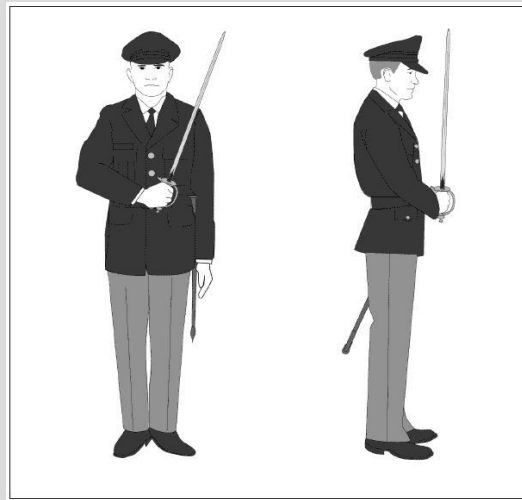
**Figure 8.15** Eyes right while marching

**8.16** While marching at *Present Saber (Sword)*, the right arm is swung naturally (9 inches to the front and 6 inches to the rear) in a vertical plane, flexing the wrist to keep the tip of the blade level (about 6 inches) above the marching surface. This requires extending the wrist on forward movement and elevating it on rearward movement.

**8.17** The command **Ready, FRONT** is executed as follows: The command **Ready** is given as the right foot strikes the marching surface (no action is taken). The second time the right foot strikes the marching surface, a second command **Ready** is given (again, no action is taken). The saber (sword) is returned to the *Order* position while maintaining the arm swing as the right foot strikes the marching surface the third time. The fourth time the right foot strikes the marching surface, the command **FRONT** is given. The head is turned sharply to the front as the right foot strikes the marching surface, and the saber (sword) is returned to the *Carry* position the next time the left foot strikes the marching surface.

## Port Arms

**8.18** *Port Arms* (see figure E-10) is executed on the preparatory command **Double Time** of the command **Double Time, MARCH**. This position is assumed only from the position of *Carry Saber (Sword)*. The right arm swings naturally across and 6 inches in front of the body. The saber (sword) is canted 45 degrees from the vertical with the guard pointed to the left. The left hand grasps the scabbard.



**Figure 8.18 Port Arms**

# Section 9: Color Guard/Flags

## THE COLORS

### 1. Classification of Colors

The flags carried by a Color Guard are designated as follows:

- National Color – The flag of the United States of America; the senior and most honored flag in all formations
- Organizational Colors – Flags representing a state, department, agency, or authorized organization (e.g., State, EMS, Fire, Law Enforcement, Honor Guard)

### 2. Terminology

Standardized terminology is essential for clarity in commands and execution:

- Color – Refers exclusively to the National Color when used in the singular form
- Colors – Refers collectively to all flags present within the formation

*Note: Commanders will use these terms precisely; misuse can result in improper movement or positioning.*

### 3. Order of Precedence

The order of precedence is absolute and will not be violated:

1. National Color (United States Flag)
2. State Flag(s) (if present)
3. Organizational/Agency Flags
  - No flag will ever equal or outrank the National Color
  - The National Color will always be in the most prominent and honored position

### 4. Positioning in Formation

Correct positioning is critical to maintaining ceremonial integrity:

- The National Color is carried on the marching right (unit's right when facing forward)
- All other Colors are positioned to the left of the National Color
- Colors are arranged from highest to lowest precedence, moving outward from the National Color

Example (left to right from the viewer's perspective):

Organizational → State → National Color (Position of Honor)

## **5. Display and Alignment Standards**

Uniformity is mandatory at all times:

- Only one National Color will be present in standard Color Guard formations
- All Colors will be maintained at:
  - Equal interval (spacing)
  - Perfect horizontal alignment
  - Consistent staff height and carry angle
- Staff will remain vertical unless executing a prescribed movement
- The formation must present a balanced, symmetrical, and disciplined appearance

## **6. Movement and Control Standards**

Control of the Colors is a direct reflection of unit discipline:

- Colors will never sway, dip, or drift unless required by regulation or command
- All movements must be executed:
  - Simultaneously
  - Smoothly
  - With deliberate precision
- The National Color will never be lowered except as authorized (e.g., rendering honors in accordance with regulation)

## **7. Ceremonial Conduct**

The Color Guard represents the highest level of ceremonial professionalism:

- Every movement must demonstrate:
  - Precision
  - Discipline
  - Confidence
  - Respect
- Bearing will remain rigid and professional at all times
- The Colors symbolize:
  - National honor
  - Service and sacrifice
  - Organizational pride

Failure to maintain proper standards reflects directly on the unit and is unacceptable.

## **SALUTES (DIPPING OF THE COLORS)**

### **1. National Color**

The National Color is the supreme symbol of the nation and will not render a salute under any circumstances.

- The National Color will never be dipped
- It will remain perfectly vertical, steady, and under complete control at all times
- No person, rank, honor, or ceremony authorizes deviation from this standard

This directive is absolute and without exception.

### **2. Organizational Colors**

State and Organizational Colors render a salute (dip) only when required by established ceremonial protocol.

#### **A. Musical Honors**

Organizational Colors will be dipped during:

- The playing of the National Anthem
- The sounding of "To the Color."
- The playing of a foreign national anthem when honoring a foreign nation or dignitary

#### **B. Rendering Honors**

Organizational Colors will be dipped when rendering honors to:

- A reviewing officer or designated commander
- An individual of higher rank or official authority
- Foreign dignitaries of higher grade

*The dip will occur at the moment honors are rendered and will remain in place for the duration of the honor.*

### **3. Execution of the Salute**

Precision in execution is mandatory:

- The salute is executed on command or at the prescribed ceremonial cue
- All applicable Colors will dip simultaneously and uniformly
- The staff is lowered forward to a controlled angle (approximately 45 degrees)
- The bearer will maintain:
  - Locked posture
  - Firm grip and control

- Eyes forward, bearing unchanged
- The Color is returned to the vertical position in unison upon completion

No movement will be abrupt, exaggerated, or uneven.

#### **4. Restrictions**

Strict control of saluting actions is required:

- Organizational Colors will not dip:
  - During routine marching or non-ceremonial movement
  - Without command or authorized cue
  - In any situation not specifically prescribed
- The National Color is never included in any dip
- Unauthorized or mistimed salutes are considered a breach of ceremonial discipline

#### **5. Command Integration**

Salutes are commonly executed in conjunction with formal commands:

- “Present, ARMS” – Organizational Colors execute the dip
- “Order, ARMS” – Colors return to the vertical carry

*Timing must align precisely with the music or honors being rendered.*

#### **6. Standard of Discipline**

The dipping of the Colors is a formal act of honor and must reflect the highest standards:

- Movements must demonstrate:
  - Absolute precision
  - Uniform timing
  - Controlled strength
- Any deviation in angle, timing, or control is unacceptable

The execution of a salute reflects directly on the unit, the organization, and the Nation itself.

## COLOR GUARD — FORMATION AND MOVEMENT

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**FORMATION.** The Color Guard forms in a single rank at Close Interval, with:

- Color bearers centered within the formation
  - Rifle guards positioned on the flanks
1. Alignment is maintained at all times:
    - Members remain abreast and evenly spaced
    - Dress and cover are preserved throughout all movements
- 

**GENERAL MOVEMENT.** The Color Guard marches at Right Shoulder Arms unless otherwise directed.

1. The Color Guard does not execute the following movements:
    - Rear March
    - About Face
  1. Directional changes are executed using wheeling movements only.
- 

**WHEELING MOVEMENTS.** Command: “Right (Left) Wheel, MARCH.”

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**EXECUTION.** On the command of execution “MARCH,” the movement is performed as follows:

- The member on the side of the turn (pivot side):
    - Serves as the pivot point
    - Marches in place while gradually turning in the new direction
  - All other members:
    - Shorten their steps
    - Move in a controlled arc around the pivot
    - Maintain interval and alignment with the formation
- 

**COMPLETION OF MOVEMENT.** Upon completion of the wheel:

- All members automatically mark time (march in place)
  - Alignment and spacing are immediately reestablished
1. The formation remains in place until given one of the following commands:
    - “Forward, MARCH” (to resume movement)
    - “HALT” (to terminate movement)---

## KEY STANDARDS

- Movements must be smooth, synchronized, and controlled
- The formation must remain aligned and visually uniform at all times
- Pivot execution is critical to maintaining formation integrity
- No member should gain or lose position during the wheel

## COLOR GUARD — EYES RIGHT AND SALUTE PROCEDURES

### PASSING IN REVIEW — EYES RIGHT

1. When passing in review, the Color Guard executes Eyes Right at the prescribed saluting distance, on the command of the Color Sergeant.
  2. Commands:
    - “Eyes, RIGHT.”
    - “Ready, FRONT.”
- 
- 

**EXECUTION.** On the preparatory command “Eyes,” all members maintain alignment and continue marching at Right Shoulder Arms.

1. On the command of execution “RIGHT”:
    - All members turn their heads and eyes sharply to the right, except:
      - The right flank guard, who remains facing forward
    - The Organizational Color bearer executes a salute (dip):
      - Initiated precisely on “RIGHT.”
      - Performed in a controlled and deliberate manner
    - The National Color remains vertical and does not salute
- 
- 

**RETURN TO FRONT.** On the command “Ready, FRONT”:

- All members snap their heads and eyes forward
  - The Organizational Color bearer returns the color to the Carry position
  - Alignment and bearing are immediately reestablished
- 
- 

**CEREMONIAL POSTURE.** During ceremonies, the Color Guard maintains Right Shoulder Arms at all times except when:

- Executing Present Arms, as specifically directed by command or ceremony protocol---

## KEY STANDARDS

- Movements must be sharp, synchronized, and executed at the exact command
- The timing of the color dip must align precisely with the command of execution
- The right flank guard maintains forward focus to preserve formation integrity
- The National Color remains the focal point of honor and is never dipped

## COLOR GUARD — GENERAL CONDUCT AND COMMANDS

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**SALUTE OUTSIDE CEREMONIES.** When not participating in a formal ceremony, and a situation warrants a salute by the Organizational Color:

- Command: “Color, SALUTE.”
1. On the command of execution “SALUTE,”:
    - The Organizational Color bearer executes a controlled dip (salute)
    - The National Color remains vertical and does not salute
  1. To resume the carry position:
    - Command: “Carry, COLOR.”
    - The Organizational Color is returned smoothly to the Carry position

### FORMATION WITH THE COLOR COMPANY (NON-CEREMONIAL)

1. When in formation with the Color Company, and not during a ceremony:
  - Color bearers may execute:
    - At Ease
    - Rest
    - While maintaining the staff's vertical at all times
1. The Color Guard (rifle guards) execute movements in unison with the unit, including:
  - Right Shoulder Arms
  - Order Arms
  - Present Arms

### DURING CEREMONIES (COLORS NOT FORWARD)

1. When the Colors are not in the forward position and remarks are to be made:
  - On command of the Color Company Commander:
    - Color Guard executes Order Arms
    - Color bearers and guards assume Parade Rest

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**AT EASE DURING CEREMONIES.** During any ceremony when units are placed At Ease:

1. The Color Guard and Color bearers assume Parade Rest
2. Maintain:
  1. Staff vertical
  2. Proper bearing and alignment
3. Silence and discipline---

### **KEY STANDARDS**

- The National Color is never dipped and always maintains its position of honor
- The Organizational Color salutes only when appropriate and directed
- Staff control and vertical alignment are critical at all times
- All movements must remain uniform, controlled, and synchronized

### **POSTING AND RETIRING THE COLORS**

Formal indoor assemblies customarily begin with the Presentation of the Colors (also known as Posting the Colors) and conclude with the Retirement of the Colors. These procedures establish a tone of respect, order, and ceremonial dignity for the event.

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**GENERAL GUIDANCE.** The following procedures provide standardized methods for:

- Posting the Colors
  - Retiring the Colors
  - Operations conducted with or without a head table
1. Due to variations in indoor environments, including:
    - Room size
    - Layout and configuration
    - Audience placement and purpose of the event
    - These procedures may require adaptation.
  1. Personnel responsible for planning and executing ceremonies shall:
    - Evaluate the physical space in advance
    - Adjust movement paths and positioning as needed
    - Maintain ceremonial integrity and professionalism regardless of modifications
  1. Any modifications must ensure:
    - The National Color retains its position of honor
    - Movements remain precise, controlled, and uniform
    - The ceremony reflects discipline, respect, and proper protocol---

## KEY PRINCIPLE

While procedures may be adapted to fit the environment, the standards of honor, precision, and respect must never be compromised.

## POSTING THE COLORS (INDOOR — WITH HEAD TABLE)

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**FORMATION AND PREPARATION.** The Color Guard forms outside the entrance to the dining area, auditorium, or meeting hall in the prescribed formation.

1. Prior to entry:
    - The audience is directed to stand
    - If scheduled, the audience remains standing for:
      - National Anthem (or appropriate music)
      - Invocation
- 

**ENTRY AND MOVEMENT.** On command, the Color Guard enters in a line formation (preferred), or forms immediately inside the entrance.

1. The unit marches to a position:
    - Centered on the head table or lectern
    - Facing the audience/head table
  2. Movement is conducted with:
    - Controlled cadence
    - Proper alignment and spacing
    - Eyes forward and bearing maintained
- 

**POSTING THE COLORS.** Upon reaching the predesignated posting location, the command is given:

- “Post the Colors” (*executed in one continuous motion*)
1. On execution:
    - Color bearers step forward and secure the Colors into their stands
    - Ensure:
      - National Color is placed in the position of honor (right)
      - Organizational Color is placed to the left
-

**STEP BACK AND PRESENT ARMS.** After posting:

- Color bearers take two steps backward
  - Return to alignment with the formation (Together)
1. The command is given:
    - “Present, ARMS.”
  1. On the command:
    - The Color Guard executes Present Arms
    - Color bearers remain at attention (staffs secured in stands)
- 

**HONORS AND COMPLETION.** The salute is held for the duration of:

- National Anthem or music, if played
  - Or approximately a three-count pause if no music is present
1. On completion, the Color Guard returns to Order Arms (or directed position).
- 

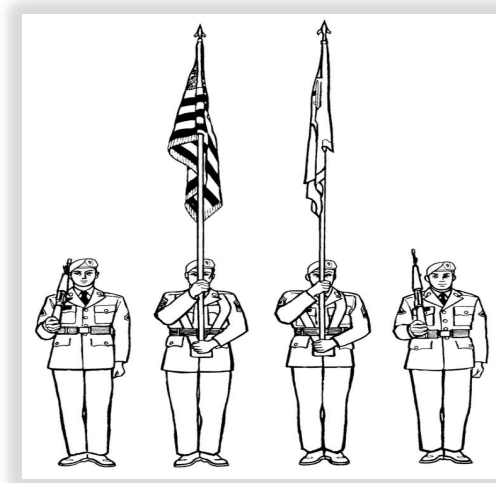
**RETURN TO FORMATION.** Color bearers step back into position within the formation.

1. The Color Guard prepares for:
  - Exit from the area, or
  - Remaining in position, as directed by the ceremony commander---

**KEY STANDARDS**

- Movements must be smooth, synchronized, and deliberate
- The National Color is always posted first or centered as the honor position dictates
- All personnel maintain strict ceremonial bearing
- Commands are executed precisely and without hesitation

## RETIRING THE COLORS



---

**GENERAL GUIDANCE.** In most ceremonies, the Colors are presented (posted) and remain in place throughout the event.

- In these cases, the Colors are not formally retired at the conclusion.
  - In these cases, the Colors are not formally retired at the conclusion.
- 1. The decision to retire the Colors is event-specific and based on:
  - Ceremony type
  - Venue requirements
  - Direction of the Ceremony or Color Guard Commander

---

**COMMAND AUTHORITY.** When retirement of the Colors is required, the commander will provide explicit instructions, including:

- Whether the Colors will be formally retired
- The sequence of commands and movements
- The exit route and final disposition of the Colors

---

**EXECUTION CONSIDERATIONS.** When directed to retire the Colors, procedures should:

- Mirror the professional standards of posting in reverse sequence
- Maintain proper precedence (National Color retains position of honor)
- Ensure controlled, synchronized movements
- Preserve ceremonial dignity and discipline---

## KEY STANDARDS

- The National Color is never dipped and remains the focal point of honor
- All movements must be deliberate, uniform, and precise
- Personnel maintain bearing and awareness throughout the retirement---

## KEY PRINCIPLE

The retirement of the Colors, when conducted, must reflect the same level of honor, precision, and professionalism as their presentation.

## POSITION OF THE COLORS AT THE CARRY

---

**GENERAL POSITION.** At the Carry, the Color bearer assumes the Position of Attention while properly supporting the staff.

1. The ferrule (base of the staff) is placed securely into the socket of the sling:
    - The socket is positioned below the waist
    - Adjusted so that the finials of all Colors are aligned at equal height
- 

**HAND PLACEMENT.** The right hand grasps the staff:

- Positioned even with the mouth
  - Wrist straight, grip firm but controlled
  - Positioned even with the mouth
  - Wrist straight, grip firm but controlled
1. The staff is inclined slightly forward, maintaining a uniform and professional appearance
  2. The left hand is used to:
    - Secure the ferrule within the socket
    - Maintain stability and control of the staff
-

**WIND / ENVIRONMENTAL ADJUSTMENTS.** In conditions such as wind or instability:

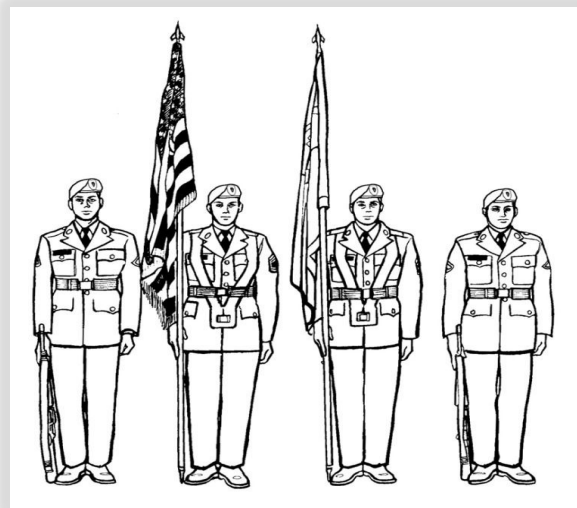
- The left hand may be repositioned immediately below the right hand
- This provides additional control and stabilization of the Color staff

### **FINAL POSITION**

- Staff properly seated in the sling socket
- Finials aligned evenly across all Colors
- Body at Attention, eyes forward
- Colors held steady, controlled, and uniform---

### **KEY STANDARDS**

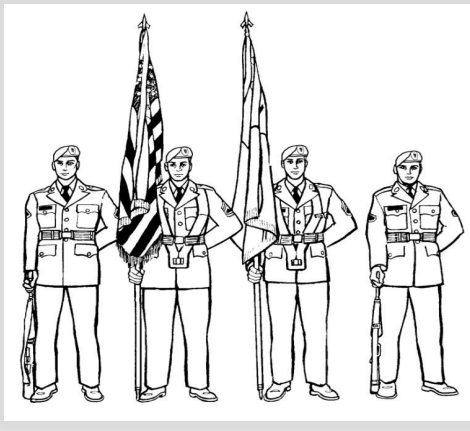
- Maintain vertical control and consistent forward incline
- Ensure uniform height and alignment across the formation
- Avoid excessive movement or sway of the Colors
- Adjust grip only as necessary to maintain stability and precision
- Firm control
- Body at Attention, eyes forward



---

**KEY STANDARDS.** Maintain vertical alignment and stability of the staff at all times

1. Ensure consistent placement relative to the right foot
2. Avoid unnecessary movement or sway of the Colors
3. Maintain uniform appearance across all Color bearers



### POSITION OF THE COLORS AT PARADE REST

---

**GENERAL POSITION.** At Parade Rest, the Color bearer assumes the position from Order Colors while maintaining control of the staff.

1. The staff remains vertical at all times:
    - Ferrule resting on the marching surface
    - Positioned beside the right foot, consistent with the Order position
- 

**EXECUTION.** On the command “Parade, REST”:

- Move the left foot approximately 12 inches to the left
  - Keep the legs straight, not locked
  - Distribute body weight evenly
1. Simultaneously, place the left hand in the small of the back:
    - Fingers extended and joined
    - Palm facing outward (to the rear)
  2. The right hand maintains control of the staff, ensuring:
    - Vertical alignment
    - Steady, controlled positioning
- 

**FORMATION INTEGRATION.** The Order and Parade Rest positions are executed in unison with the Color Company, except:

- During ceremonies, when the Colors remain at the Carry Position unless otherwise directed

## FINAL POSITION

- Staff vertical and stable
- Ferrule grounded at the right side
- Left hand positioned behind the back
- Body erect, eyes forward
- Silence and stillness maintained---

## KEY STANDARDS

- Maintain strict vertical control of the staff
- Ensure uniformity across all Color bearers
- Avoid any movement or sway of the Colors
- Execute all movements with precision and discipline

## POSITION OF THE ORGANIZATIONAL COLOR AT COLOR SALUTE

This position is assumed from the carry **POSITION OF THE ORGANIZATIONAL COLOR AT COLOR SALUTE**.

---

**GENERAL.** The **Color Salute (dip)** is executed **only by the Organizational Color**.

- The **National Color (United States flag) is never dipped**.
    - The **National Color (United States flag) is never dipped**.
1. This movement is normally executed from the **Carry position**, unless otherwise specified.

---

**EXECUTION FROM THE CARRY.** From the **Carry**, on the command of execution:

- Slide the **right hand upward approximately 4 inches** on the staff
  - **Simultaneously**, thrust the staff **forward and slightly downward**
1. Establish the following position:
    - **Right arm extended forward**, approximately **shoulder height**
    - **Arm straight and horizontal to the marching surface**
    - Staff angled forward at approximately a **45-degree angle**
    - Left hand maintains **control and stability** of the staff
-

**DURING PRESENT ARMS WITH TROOPS.** When Colors are saluting with a unit executing Present Arms from the Order:

- On the command “**ARMS,**” the Color bearer first brings the staff to the **Carry position**
- **Immediately executes the Color Salute (dip)** as described above

#### **CASING / UNCASING (INDOORS — FROM ORDER)**

1. When casing or uncasing the Organizational Color indoors (from **Order**):

- Slide the **right hand upward** on the staff
- Grasp firmly with the **forearm horizontal**
- Thrust the staff **forward until the arm is fully extended**

1. Maintain:

- **Control of the staff at all times**
  - **Smooth, deliberate movement without hesitation**
- 

**RETURN TO CARRY.** On the appropriate command (e.g., “**Carry, COLOR**” or “**Ready, FRONT**”):

- Return the staff **smoothly and directly** to the **Carry position**
- Reestablish proper hand placement and alignment---

#### **KEY STANDARDS**

- The **National Color is never dipped** under any circumstance
- Movements must be **precise, synchronized, and controlled**
- Maintain **uniform angle and extension** across all Organizational Color bearers
- Avoid **excessive motion or instability** during the dip---

#### **KEY PRINCIPLE**

- The Color Salute is a **formal rendering of honors.**
- It must be executed with **precision, uniformity, and disciplined control**, reflecting the **highest standards of ceremonial professionalism.**

## SALUTE (ORGANIZATIONAL COLOR)

---

**EXECUTION.** The **Color Salute (dip)** is executed from the **Carry position** unless otherwise directed.

1. On the command of execution:
    - Slide the **right hand upward approximately 4 inches** on the staff
    - **Simultaneously**, thrust the staff **forward and slightly downward**
  1. Establish the following position:
    - **Right arm extended forward**, shoulder-high, and horizontal to the marching surface
    - Staff inclined at approximately a **45-degree angle**
    - Left hand maintains **control and stability** of the staff
- 

**WITH TROOPS AT PRESENT ARMS.** When Colors salute with troops executing **Present Arms from the Order**:

- On the command **“ARMS,”** the Color bearer first assumes the **Carry position**
- Immediately executes the **Color Salute (dip)**

## CASING / UNCASING (INDOORS)

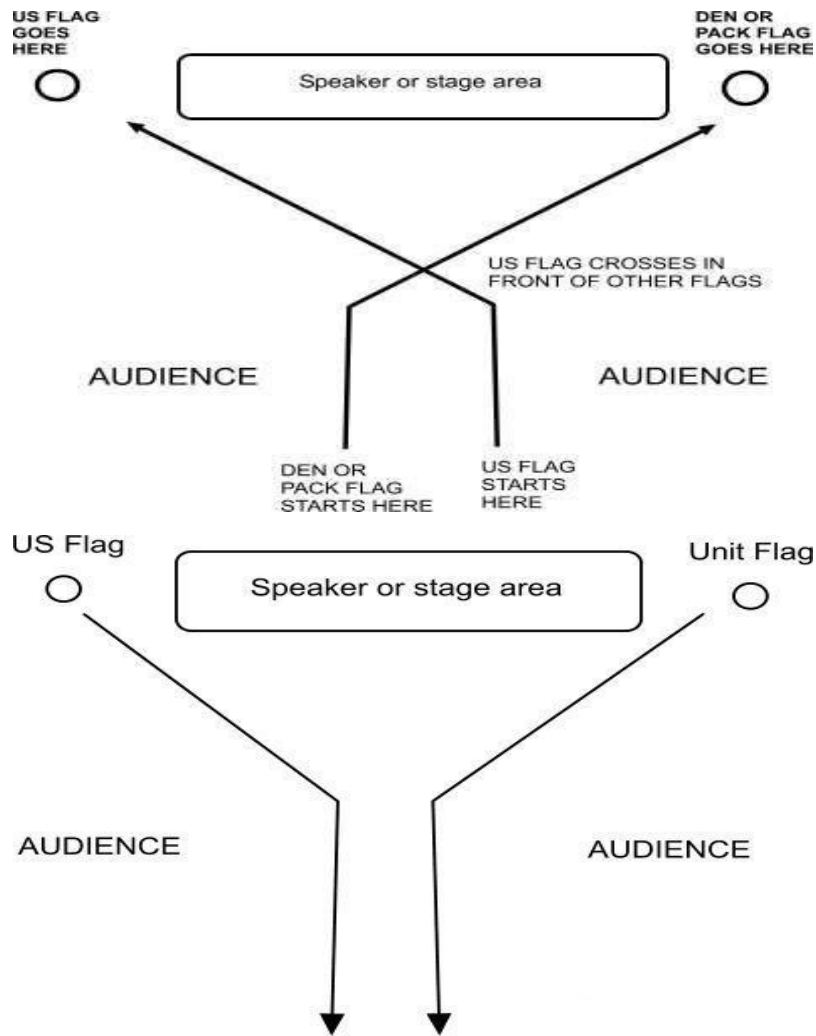
1. When casing or uncasing the Organizational Color indoors (from **Order**):
    - Slide the **right hand upward** and grasp the staff firmly
    - Maintain the **forearm horizontal**
    - Thrust the staff forward until the **arm is fully extended**
  1. Ensure the movement is:
    - Controlled and deliberate
    - Uniform in execution
- 

## KEY PRINCIPLE

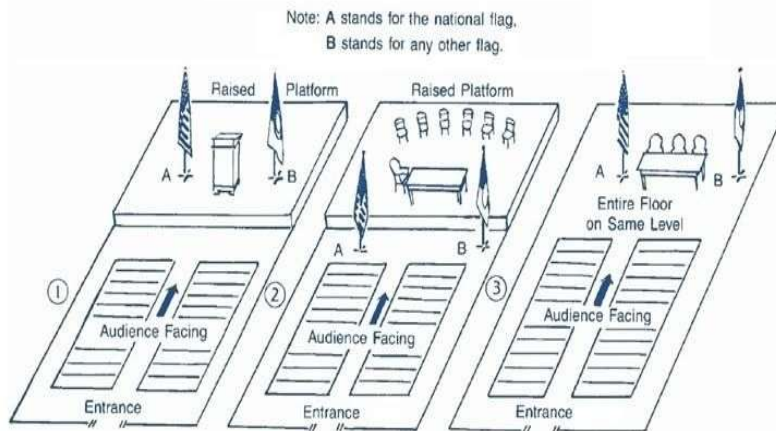
The Color Salute is a **formal rendering of honors** and must be executed with **precision, discipline, and uniformity**, while always preserving the **supreme position of the National Color**.

# 1. POSTING OR RETRIEVING THE FLAG AT CEREMONIES

## Posting flags Retrieve Flags



### Diagrams of Flag Positions



# Section 10: History of the American Flag

## EARLY ORIGINS OF FLAGS

Flags are nearly as old as civilization itself. Early empires—including Egypt, Babylon, Chaldea, and Assyria—carried banners and standards to represent authority and unity. References to such symbols appear throughout the Old Testament, demonstrating their long-standing role in identity, leadership, and allegiance.

## PRE-REVOLUTIONARY AMERICA

Prior to the American Revolution, the colonies displayed a variety of flags representing local identity and allegiance. As the movement for independence grew, the need for a single unifying symbol became essential—one flag to represent a united nation.

## THE GRAND UNION FLAG (1776)

The first flag carried by the Continental Army representing the United Colonies was the Grand Union Flag.

- First raised: January 2, 1776
- Location: Cambridge, Massachusetts
- Design:
  - 13 alternating red and white stripes
  - A blue canton containing the Crosses of St. George and St. Andrew (reflecting British heritage)

This flag symbolized both unity among the colonies and their transitional relationship with Great Britain.

## THE BIRTH OF THE STARS AND STRIPES (1777)

On June 14, 1777, the Continental Congress officially established the design of the United States flag:

- 13 stripes, alternating red and white
- A blue field (union) with 13 white stars, representing a “new constellation.”

This date is now recognized annually as Flag Day. The original resolution did not specify the arrangement of the stars, leading to multiple early designs.

## EARLY VARIATIONS AND EXPANSION

- One of the earliest known uses of the Stars and Stripes occurred at Fort Stanwix, New York, on August 3, 1777
- Early Army versions often arranged stars in a circle, symbolizing equality among the states

- Naval versions sometimes arranged stars in patterns resembling British crosses
- After Vermont and Kentucky joined, the flag was modified to 15 stars and 15 stripes

### **THE FLAG THAT INSPIRED A NATION (1814)**

The 15-star, 15-stripe flag flew over Fort McHenry, Maryland, during the War of 1812.

- Dates: September 13–14, 1814
- Witness: Francis Scott Key

Inspired by the sight of the flag enduring bombardment, he wrote the poem that became:

- The Star-Spangled Banner

This flag remains one of the most powerful symbols of American resilience and identity.

### **STANDARDIZATION OF THE FLAG (1818)**

Recognizing that adding a stripe for each new state would become impractical, Congress enacted a law in 1818:

- Stripes fixed permanently at 13 (representing the original colonies)
- One star added for each new state
- New stars become official on July 4th, following a state’s admission to the Union

### **EMERGENCE AS THE NATIONAL SYMBOL**

Although widely used, it was not until shortly before the Civil War that the Stars and Stripes **became** firmly established as the National Color of the United States.

### **WHY IT MATTERS**

The flag of the United States of America is more than a symbol—it represents democracy, courage, sacrifice, and freedom.

As civil servants and members of the Honor Guard, we bear a profound responsibility:

- To ensure the flag is treated with the highest respect and dignity
- To represent the values, it stands for through our conduct and precision
- To honor those who have served and sacrificed under it---

### **KEY PRINCIPLE**

The American flag is not merely displayed—it is represented through every movement, every ceremony, and every act of service.

## **5. FLAG PROTOCOLS**

### **PURPOSE AND RESPONSIBILITY**

While regulations provide guidance, the true importance of flag protocols lies in what they represent.

As Honor Guard members and civil servants, it is our responsibility to:

- Lead by example in all matters concerning the flag
- Uphold protocols not simply because they are written, but because they carry meaning and tradition
- Pass these values on to future generations

Flag protocols serve to:

- Teach our nation's history
- Honor the courage, sacrifice, and leadership upon which the United States was founded
- Provide each individual the opportunity to demonstrate respect for our nation and its allies

### **HISTORICAL FOUNDATION**

Prior to June 14, 1923, there were no standardized federal or state regulations governing the display of the United States Flag.

On that date:

- The National Flag Code was adopted during the National Flag Conference
- Attendees included representatives from:
  - The United States Army
  - The United States Navy
  - 66 national organizations

These groups had previously developed their own procedures for displaying and handling the flag.

---

**DEVELOPMENT OF THE FLAG CODE.** The purpose of the conference was to:

- Establish uniform guidance for the display and handling of the U.S. Flag
- Resolve inconsistencies between existing military and civilian practices
- Provide a national standard rooted in tradition and respect

1. The agreed-upon guidelines were:

- Based largely on Army and Navy ceremonial procedures
- Adopted by all organizations in attendance as the National Flag Code

1. In 1924, minor revisions were made during a subsequent Flag Day Conference, further refining the guidance.---

### **KEY PRINCIPLE**

Flag protocols are not merely rules—they reflect our national identity, values, and respect for those who served under the flag.

# GENERAL GUIDELINES

- The flag should never be allowed to touch the ground.
- The flag should be clean, untattered, and fit for display.
- There should be no rips or tears, smudges, dirt, or any foreign substance on the flag itself when on display.
- The flag should be raised briskly and lowered reverently.
- Some US flags include gold fringe about the periphery of the flag; these are acceptable for indoor use only.
- The flag should never be flown or marched “flat” or horizontal.
- When raising and lowering flags, the US flag should be raised first and lowered last.

## INDOOR DISPLAYS — UNITED STATES FLAG

---

**GENERAL.** The United States flag is displayed in a wide range of indoor settings, including:

- Government buildings (city, state, and federal)
  - Schools and educational institutions
  - Places of worship
  - Public safety agencies (police, fire, EMS)
  - Arenas, auditoriums, and public venues
1. Regardless of location, the flag must always be displayed with proper dignity, respect, and adherence to established protocol.
- 

**PURPOSE.** This section guides:

- Proper indoor display and positioning of the U.S. flag
  - Maintaining uniformity and consistency across various environments
  - Eliminating confusion regarding precedence and placement among multiple flags
- 

**COMMON CHALLENGES.** Proper placement of the U.S. flag indoors often causes confusion, particularly when displayed with:

- Flags of other nations
  - State or territorial flags
  - Organizational or agency flags
1. Misplacement can result in:

- Improper precedence
  - Violation of flag etiquette
  - A diminished display of respect and professionalism
- 

**STANDARD PRINCIPLE OF POSITION.** The United States flag always holds the position of honor, which is determined as follows:

- The flag’s own right (observer’s left when facing the flag)
- The highest and most prominent position when displayed with other flags---

### **KEY STANDARDS**

- The U.S. flag must never be placed in a subordinate position
- All displays must reflect a clear hierarchy and proper alignment
- The flag should be fully visible, properly oriented, and unobstructed---

### **KEY PRINCIPLE**

The placement of the United States flag indoors must always reflect its status as the nation's primary symbol, ensuring it is displayed with clear precedence, dignity, and respect.

## **INDOOR FLAG PLACEMENT — PRACTICAL GUIDANCE**

### **UNDERSTANDING “THE FLAG’S RIGHT”**

1. The United States Code frequently references terms such as “the flag’s right,” which can be confusing.
  2. For practical application, this guide adopts the audience perspective:
    - Positioning is determined from the viewpoint of the audience facing the display
    - This approach ensures consistent and intuitive placement
- 

**DISPLAYING THE FLAG ALONE.** When the United States flag is displayed alone on a stage or in a room:

- It should be placed in the position of honor, which is:
    - Center of the stage, or
    - Audience’s left side (flag’s right)
1. The flag must remain:
    - Prominent and unobstructed
    - Properly oriented and clearly visible

## **DISPLAYING WITH OTHER FLAGS (EQUAL HEIGHT)**

1. When displayed with state, city, or organizational flags of equal height:
    - The United States flag is positioned furthest to the audience's left
    - All other flags are arranged to the right of the U.S. flag
  1. Additional requirements:
    - No flag may be placed higher than the United States flag
    - All flags should be of equal size and height when displayed together
- 
- 

**DISPLAY WITH A TALLER STAFF.** When the United States flag is displayed on a staff higher than all others:

- It may be positioned in the center of the group
  - The increased height establishes its position of honor
- 
- 

**LEGAL FOUNDATION.** These guidelines are derived from federal law:

- On June 22, 1942, Congress passed a joint resolution establishing national flag protocol
- Amended on December 22, 1942, and codified as:
  - Title 36, United States Code
- Public Law 829, 77th Congress, 2nd Session---

## **KEY STANDARDS**

- Always determine placement based on the position of honor
- Use the audience perspective for clarity and consistency
- Ensure the United States flag is never subordinate in height or position

## **FLAG PROTOCOL 3 — DISPLAY, POSITION, AND MOVEMENT**

### **PROCESSIONAL / PARADE DISPLAY**

- When carried in a parade or processional:
  - The United States flag always leads
  - It shall never dip or be lowered in relation to other flags
  - It maintains the position of honor at all times

### **WALL DISPLAY (FLAT / HORIZONTAL)**

- When displayed flat against a wall:
  - The union (blue field) must be positioned at the upper left, as viewed by the audience

- When displayed with other flags on the same wall:
- The U.S. flag is placed on the audience's left
- It must not be lower than any other flag

#### **WALL-MOUNTED STAFF DISPLAY**

- When displayed from a wall-mounted staff:
- The U.S. flag shall be either:
- Higher than all other flags, or
- Furthest to the audience's left
- The staff of the U.S. flag shall not be shorter than any other flagstaff.

#### **WINDOW DISPLAY**

- When displayed in or on a window:
- Consider both viewing perspectives (inside and outside)
- If permanently mounted:
- The union should be placed at the upper left from the primary audience's viewpoint
- When equal visibility exists, use professional judgment to maintain proper honor and orientation

#### **INTERNATIONAL FLAG DISPLAY**

- When flags of two or more nations are displayed:
- Each flag must be flown on a separate staff of equal height
- Flags should be of approximately equal size
- The U.S. flag is positioned on the audience's left
- Important restriction:
- No nation's flag may be displayed higher than another's in time of peace

#### **SPEAKER'S PLATFORM**

- When used on a speaker's platform:
- If displayed flat:
- Positioned above and behind the speaker
- Union at the upper left (audience perspective)
- When displayed on a staff:
- The U.S. flag occupies the position of honor:
- To the speaker's right (audience's left)
- Other flags are placed to the speaker's left

## **CHURCH / AUDITORIUM DISPLAY**

- In a church or public auditorium:
- The U.S. flag holds superior prominence
- Positioned:
- To the speaker's right (audience's left)
- Any other flags are placed:
- To the speaker's left

## **CORRIDOR / LOBBY DISPLAY**

- When suspended across a corridor or lobby:
- Display the flag vertically
- Orientation:
- With one main entrance:
- Union to the observer's left upon entering
- With multiple entrances:
- Entrances east/west → Union faces north
- Entrances north/south → Union faces east
- Entrances in multiple directions → Union faces---

## **KEY STANDARDS**

- The U.S. flag must always maintain a position of honor and proper orientation
- It shall never be dipped, lowered, or subordinated
- All displays must reflect uniformity, visibility, and dignity---

## **KEY PRINCIPLE**

- Regardless of setting—procession, display, or ceremony—the United States flag must always be presented in a manner that clearly reflects its supreme position of honor, respect, and national significance.

## FINIALS AND OUTDOOR DISPLAYS

### FINIALS

---

**GENERAL GUIDANCE.** Finials are decorative or symbolic devices attached to the **top of a flagstaff**.

1. The **United States Code does not prescribe** specific rules governing finials.
- 

**RECOMMENDED STANDARDS.** The following guidelines are recommended for ceremonial consistency:

- The **United States flag** should be the **only flag topped with an eagle finial**
- All other flags in the display should have **matching finials** to maintain uniformity

**1. Exception:**

- A **unit or department flag** may utilize a **distinct finial design**, when appropriate to its identity or tradition

#### KEY STANDARD

- Finials should contribute to a **clean, uniform, and professional appearance**, not distract from the Colors themselves

### OUTDOOR DISPLAYS

---

**GENERAL.** Many outdoor flag protocols follow the same **principles of precedence and honor** as indoor displays.

1. The **United States flag must always maintain the position of honor**, determined by **height, placement, or prominence**.
- 

**DISPLAY IN FRONT OF BUILDINGS.** When flown in front of a building on **separate staffs of equal height**:

- The U.S. flag is positioned on the **observer's left**
  - The intended audience is typically **approaching or viewing the building from the outside**
-

**SUSPENDED OVER ROADWAYS OR OPEN SPACES.** When the flag is suspended over a roadway or open area (e.g., between apparatus such as ladder trucks):

- Over an **east–west roadway** → Union faces **north**
- Over a **north–south roadway** → Union faces **east**
  - Over an **east–west roadway** → Union faces **north**
  - Over a **north–south roadway** → Union faces **east**

1. This ensures **consistent and proper orientation** regardless of viewing direction.

### **MULTIPLE FLAG DISPLAYS (SEPARATE STAFFS)**

1. When displayed among multiple flags on separate staffs:

- The U.S. flag may be placed in the **center of the group**, provided:
  - It is flown **higher than all other flags**

1. This elevation establishes its **position of honor**---

### **KEY STANDARDS**

- The U.S. flag must always be:
  - **Clearly distinguished**
  - **Properly oriented**
  - **Never subordinate in height or position**
- All displays must maintain:
  - **Uniformity**
  - **Visibility**
- **Dignity**---

### **KEY PRINCIPLE**

Whether displayed indoors or outdoors, the United States flag must always occupy a position that reflects its **national significance, honor, and precedence**

---

### **WORN ON UNIFORMS — UNITED STATES FLAG**

**GENERAL GUIDANCE.** Many public safety and service organizations incorporate the United States flag into their uniforms.

1. The United States Code provides guidance on appropriate use, emphasizing that:

- The flag represents a living nation
  - It must be treated with the highest level of respect and care
-

**AUTHORIZED WEAR.** The flag patch may be affixed to the uniforms of:

- Military personnel
- Firefighters
- Law enforcement officers
- Members of patriotic organizations

1. When worn as a lapel pin:

- It should be placed on the left lapel, near the heart
  - This placement symbolizes loyalty and respect
- 

**CARE AND RESPECT.** The U.S. Flag Code states:

- The flag should never be fastened, displayed, used, or stored in a manner that allows it to be:
    - Torn
    - Soiled
    - Damaged in any way
- 

**TURNOUT GEAR CONSIDERATION.** When considering the placement of a flag patch on firefighter turnout gear:

- The environment presents a high likelihood of damage, contamination, and wear

1. Based on Flag Code guidance:

- It is strongly recommended that flag patches not be affixed to turnout gear
- This recommendation is made to preserve the dignity and condition of the flag---

### **KEY STANDARDS**

- The flag must always be treated as a symbol of honor—not decoration alone
- Uniform placement must reflect respect, not convenience
- Any use that risks damage or degradation should be avoided---

### **KEY PRINCIPLE**

When worn on a uniform, the United States flag represents both the nation and the individual wearing it.

It must always be displayed in a manner that reflects honor, integrity, and respect.

Finally, regarding the display of the US flag on the right shoulder of public safety uniforms and on the right side of public safety vehicles, it is recommended that a reverse-field flag be used. The military explanation for wearing and displaying a reverse field flag on their right shoulder is twofold:

- First and foremost, the flag is never flown in a position of retreat. A reverse field flag on the right shoulder, or on the right side of a vehicle, gives the impression of a flag moving forward.
- Second, when wearing a reverse field flag on the right shoulder, it places the field of blue in the highest position of honor, nearest your heart.

## FLAG-DRAPED CASKETS AND MARCHING WITH FLAGS

### FLAG-DRAPED CASKETS

---

**GENERAL GUIDANCE.** The United States Code does not prohibit the use of a flag-draped casket for any individual.

1. Traditionally, this honor is extended to:
    - Members of the Armed Forces
    - Veterans
    - Public safety personnel and civil servants
- 

**PROPER PLACEMENT.** When draping the flag over a casket:

- The union (blue field) is positioned at the head of the casket
  - The union rests over the left shoulder of the deceased
1. The flag must be arranged:
    - Smoothly and evenly
    - Without excessive folds or distortion
    - Maintaining full visibility of the union
- 

**HANDLING STANDARDS.** The flag shall:

- Never be lowered into the grave
  - Never touch the ground
  - Be handled with constant care and control
-

**FLAG SPECIFICATIONS.** The appropriate flag for casket use:

- 100% cotton construction
- No fringe
- Standard size: approximately 9.5 feet by 5 feet---

### **KEY PRINCIPLE**

The flag-draped casket represents the highest level of honor and respect, symbolizing the service and sacrifice of the individual.

## **MARCHING WITH FLAGS**

### **FORMATION — LINE (ABREAST)**

1. When marching with multiple flags abreast:
  - The United States flag occupies the position of honor
  - This is defined as the flag's own right (typically the audience's left)
1. Practical application:
  - No flag shall be positioned to the right of the U.S. flag bearer
  - The U.S. flag remains visually dominant and properly aligned

### **FORMATION — COLUMN**

1. When marching in a column formation:
  - The United States flag leads the formation
  - All other flags follow in proper order of precedence

### **RETIRING THE COLORS (MOVEMENT CONSIDERATION)**

1. When retiring the Colors:
  - The formation must move along a route that ensures:
    - The United States flag leads the movement
  - Proper precedence and visibility are maintained---

### **KEY STANDARDS**

- The U.S. flag must always:
  - Maintain the position of honor
  - Be clearly visible and unobstructed
  - Never be subordinated to another flag
- Movements must be:
  - Deliberate and synchronized
- Respectful and precise---

## **KEY PRINCIPLE**

Whether honoring the fallen or marching in formation, the United States flag must always be presented in a manner that reflects honor, dignity, and national precedence.

# **FLAG FOLDING**

## **FOLDING THE UNITED STATES FLAG**

### **GENERAL GUIDANCE**

- This method of folding is reserved exclusively for the United States flag.
- All personnel shall:
- Wear clean white gloves when handling the flag
- Avoid direct skin contact with the flag whenever possible
- Maintain constant control and respect throughout the process
- Folding is conducted by two individuals, unless otherwise directed.

### **INITIAL POSITION**

- Begin by holding the flag:
- Waist-high
- Parallel to the ground
- Fully extended, with the surface flat and taut

### **FOLDING PROCEDURE**

- First Fold (Lengthwise):
- Fold the lower striped half lengthwise over the field of stars
- Align edges precisely and maintain tension
- Second Fold (Lengthwise):
- Fold the flag lengthwise again
- Ensure the blue field (union) remains on the outside
- Keep the flag horizontal and tightly aligned

### **TRIANGULAR FOLDS**

- Begin triangular folding:
- Bring the striped corner of the folded edge to meet the open edge, forming a triangle
- Continue folding:
- Turn the outer point inward, parallel to the open edge, forming the next triangle
- Repeat this process in consistent, even folds along the entire length

## **FINAL POSITION**

- Upon completion:
- The flag forms a tight triangular shape
- Only the blue field with stars is visible
- Edges are clean, aligned, and secure---

## **KEY STANDARDS**

- Movements must be slow, deliberate, and synchronized
- The flag must never touch the ground
- Maintain uniform tension and alignment throughout
- The final fold must present a clean, dignified appearance

## **COMMON MISCONCEPTION — “MEANING OF THE 13 FOLDS”**

There are many widely circulated interpretations assigning symbolic meaning to each of the thirteen folds.

However:

- There is no official reference within:
- The United States Code
- Military ceremonial manuals
- Official protocol publications
- While such readings may be used in ceremonial settings, they are:
- Traditional or interpretive in nature
- Not officially recognized doctrine---

## **KEY PRINCIPLE**

- The folding of the United States flag is a ceremonial act of respect and precision, not symbolism alone.  
Its importance lies in the care, discipline, and honor with which it is performed.

Step 1: Begin with the flag parallel to the floor. It is best to use two people when folding the flag.



Step 2: Fold the flag in half lengthwise, crossing the red stripes over the top of the blue square and stars.



Step 3: Holding the flag so that the side with the blue square is toward the ground, fold the flag in half again lengthwise, bringing the folded edge up to meet the open edge (as shown) so that the blue square and stars are on the outside.



Step 4: Starting with the striped end of the folded flag, fold the bottom corner up to meet the open edge of the flag creating a triangular shape.



Step 5: Fold the triangle section in towards the stars, aligning the outside edge along the top.



Step 6: Continue folding down and across in this manner until the final corner remains.



Your final shape should be a blue triangle with stars on both sides.



# Section 11: Flag Protocols

---

**GENERAL GUIDANCE.** On occasion, a family may request that the Honor Guard serve as pallbearers during funeral services.

1. When the EMS Honor Guard is selected:
    - It is considered a significant honor and responsibility
    - Personnel must conduct themselves with the highest level of dignity, professionalism, and respect
- 

**PERSONNEL REQUIREMENTS.** A minimum of six (6) Honor Guard members is required to serve as pallbearers.

1. Additional personnel may be assigned for:
    - Alternate support
    - Coordination and movement control
    - Ceremonial alignment and command
- 

**COORDINATION AND PLANNING.** The NBP (Non-Commissioned Bearing Position / Detail Leader) will:

- Coordinate directly with the funeral director
  - Confirm all service details and timelines
  - Ensure alignment with:
    - Family wishes
    - Religious or cultural considerations
    - Funeral home procedures
- 

**PROFESSIONAL EXPECTATIONS.** All pallbearers shall:

- Maintain solemn bearing at all times
  - Execute movements with precision and uniformity
  - Remain silent and attentive unless directed otherwise
1. Special attention must be given to:
    - Handling of the casket
    - Timing and coordination of movements
    - Respect for the family and attendees---

## KEY PRINCIPLE

Serving as a pallbearer is a final act of honor for the deceased.  
Every movement must reflect respect, dignity, and unwavering professionalism.

General Rules

## PALLBEARER TEAM — SIX-PERSON CONFIGURATION

### TEAM POSITIONS AND ROLES

A standard pallbearer team consists of **six (6) personnel**, assigned as follows:

- **#1 — Hand-Off**
  - **#2 — Cross Mark**
  - **#3 — Fold**
  - **#4 — Carry**
  - **#5 — Mark**
  - **#6 — Command (NBP / Team Leader)**
- 

**HAND PLACEMENT AND GRIP.** Proper hand placement is critical for **control, balance, and uniform appearance.**

**NBP Side (Carry & Mark — #4 and #5):**

- **Left hand:** Palm **down** on the handle
- **Right hand:** Palm **up** beneath or supporting

**Fold Side (Cross Mark & Hand-Off — #2 and #1):**

- **Right hand:** Palm **down** on the handle
  - **Left hand:** Palm **up** beneath or supporting
- 

**POSTURE AND CARRY TECHNIQUE.** All pallbearers will maintain:

- Body upright and vertical
  - Shoulders rolled back
  - Head and eyes straight forward
1. Movement standards:
- Walk with **toes slightly outward (“duck walk”)**
  - Maintain **even, synchronized steps**
  - Prevent **side-to-side movement of the casket**

2. Safety requirement:

- **Do NOT lean away from the casket**
- **Do NOT rest the casket on the hip**
- Maintain **proper lifting posture** at all times to prevent injury

---

**URN TRANSPORT PROCEDURES.** When transporting an **urn (cremation container):**

- Maintain **suspended arm swing** (arms remain controlled, not rigidly pinned)

1. Assignments:

- **NBP (#6):** Carries the **flag**
- **Fold (#3):** Carries the **primary urn**
- **Cross Mark (#2):** Carries **additional urn**, if required

2. Additional urns:

- Positioned by the **funeral director** at the lowering device when exceeding team capacity

**DIRECTION OF MOVEMENT (CASKET ORIENTATION)**

1. Standard movement:

- The casket travels **feet-first**
- The **union (blue field)** remains toward the **rear**

---

**EXCEPTIONS. “UP and FACE” (Obstruction at Gravesite):**

- Casket may travel **head-first** due to terrain or equipment limitations
- Team maintains alignment and follows the **presiding Chaplain**

1. **Military Chaplain Funeral:**

- Casket travels **head-first** when entering or exiting a chapel
- Returns to **feet-first** for graveside transport

**COMMAND RESPONSIBILITIES (#6 — NBP / TEAM LEADER)**

1. The **Command position (#6)** is responsible for:

- **Accountability and discipline** of the team
- **Safety and execution** of all movements
- **Assignment of positions and roles**
- Overall **performance and coordination**

2. The NBP is accountable to the **OIC/NCOIC** for all team actions.

3. Selection of NBP:

- Based on **experience and qualification**, not rank alone
- In a **Standard Honors Funeral**, the NBP serves as the **OIC/NCOIC**

**PRE-CEREMONY RESPONSIBILITIES.** The NBP will:

- Conduct **graveside reconnaissance** (path of travel, positioning, obstacles)
  - Coordinate with the **funeral director**
  - Attend all **pre- and post-ceremony briefings**
1. Ensure all personnel are prepared for:
    - Warm-ups and rehearsal
    - Uniform inspection
    - Execution of all ceremonial procedures
- 

**COMMAND PRESENCE.** Commands issued by #6 must demonstrate:

- Proper volume and projection
  - Clarity and distinctness
  - Correct inflection and cadence
  - Sharp, authoritative delivery
- 

**FINAL PREPARATION AND QUALITY CONTROL.** Prior to movement:

- Verify the casket is **properly positioned in the hearse**
  - Ensure the flag is **correctly draped and aligned**
1. If corrections are required:
    - **Direct all adjustments through the funeral director or hearse driver**
    - Do not alter arrangements without proper coordination---

#### **KEY PRINCIPLE**

The pallbearer team performs a **final act of honor**.

Every movement must reflect **precision, discipline, safety, and unwavering respect for the deceased and their family**.

#### **PALLBEARING MOVEMENT — HANG STEP**

---

**GENERAL.** Pallbearer commands and movements follow standard drill and command structure.

1. The Hang Step is a specialized movement used to:
  - Precisely position the team behind the hearse
  - Maintain uniform spacing and controlled movement
  - Enhance ceremonial precision and appearance

**EXECUTION.** The Hang Step is initiated after the command “STEP.”

**1. On execution:**

- Arms remain naturally suspended at the sides
  - Do not pin arms tightly against the body
- 

**MOVEMENT SEQUENCE. Step 1 (Left Foot):**

- Move the left foot forward and slightly to the left of the right foot
- Allow the foot to “hang” approximately 1–2 inches above the ground
- Maintain balance and posture during the pause

**Step 2 (Glide Forward):**

- After a brief pause, the team glides forward in unison
- The elevated foot remains:
  - Level
  - Parallel to the ground
- Place the left foot approximately 12 inches forward of the stationary foot

**Step 3 (Right Foot):**

- Bring the right foot forward, placing it directly in front of and slightly to the right of the left foot
- Allow it to “hang” slightly above the ground in the same controlled manner

**1. Continuation:**

- Repeat the sequence in alternating steps
- Maintain synchronization and alignment across the team

**2. Continue until given a directional command such as:**

- “Left Flank.”
  - “Right Flank.”
  - Or other movement command
- 

**POSTURE AND CONTROL. Throughout the Hang Step:**

- Maintain upright posture
- Keep head and eyes forward
- Ensure smooth, gliding motion—no bouncing or abrupt steps---

**KEY STANDARDS**

- Movements must be slow, deliberate, and synchronized
- Feet must remain level and controlled during the “hang” phase

- Spacing and alignment must be maintained at all times
- The team must move as one uniform element---

## **KEY PRINCIPLE**

The Hang Step reflects the highest level of ceremonial control, ensuring precise positioning while maintaining dignity, uniformity, and professionalism.

## **PALLBEARING SEQUENCES — BEHIND THE HEARSE**

**APPROACH TO THE HEARSE.** The pallbearer team continues marching toward the rear of the hearse in formation.

1. When the team is approximately 1–2 feet (or one door-length) from the hearse, the NBP (#6) prepares to control spacing.
- 

**MARK TIME ADJUSTMENT.** The NBP commands:

- “MARK, TIME.”
1. Command timing:
    - “MARK” is called as the left foot strikes
    - “TIME” is called as the right foot strikes
  2. Execution:
    - The team begins marking time in place
    - NBP allows 4–6 steps to adjust spacing and alignment
- 

**HALT COMMAND.** The NBP commands:

- “BEARERS, HALT.”
1. On execution:
    - The team takes one additional step
    - Then halts in a controlled, synchronized manner
- 

**FACING AND ALIGNMENT.** After halting, the team:

- Executes a Center Face (facing inward toward the casket positions)
1. Immediately following:
    - All members (except Hand-Off #1) take one side step toward the hearse

## **CADENCE — STANDARD TEAM**

1. The cadence for this sequence is:

- “BEARERS, HALT.”
  - Step
  - Stop
  - Center (face inward)
  - Step down (toward the hearse)

## **HAND-OFF POSITION ADJUSTMENT (#1)**

---

**EXECUTION.** The Hand-Off (#1) executes a modified movement:

- On “HALT,” the Hand-Off:
  - Stops and stands fast (does not immediately side-step)
- 1. As the team completes the Center Face and side-step:
  - Hand-Off takes one diagonal step forward
  - Centers between both files
- 1. Final positioning:
  - Align shoulders with the Carry position (#4)
  - Ensure proper spacing and symmetry between files

## **CADENCE — HAND-OFF**

1. The cadence for Hand-Off is:

- “BEARERS, HALT.”
  - Step
  - Stop
  - Stand fast
  - Diagonal step
- Center on Carry---

## **KEY STANDARDS**

- Movements must be precise, synchronized, and deliberate
- Spacing from the hearse must be uniform and controlled
- All members must maintain proper posture and bearing
- The Hand-Off position must achieve perfect centering between files---

## **KEY PRINCIPLE**

The behind-the-hearse sequence establishes final alignment and control before casket handling.

Precision in this phase ensures a seamless, dignified transition into the next movement.

## **BEHIND THE HEARSE — CASKET REMOVAL**

**PREPARATION AND ALIGNMENT.** Once the team has completed the Behind the Hearse positioning sequence, all members (except Hand-Off #1) prepare for coordinated movement.

### **1. Each pallbearer:**

- Establishes eye contact with the member directly across from them
- Confirms alignment, spacing, and readiness

## **HEAD DROP (SILENT PREPARATORY SIGNAL)**

### **1. The team executes a three-second head drop to confirm synchronization and readiness.**

**EXECUTION.** The head drop is performed as follows:

- 1-second pause (establish stillness and control)
- On the NBP's cadence, all members (except Hand-Off) lower the head sharply and uniformly

### **1. The movement must be:**

- Simultaneous across the team
- Crisp and controlled
- Executed without disrupting posture or alignment

## **HAND-OFF POSITION (#1)**

### **1. The Hand-Off:**

- Maintains position and does not participate in the head drop
- Remains focused and prepared for the next command and movement

---

**POSTURE AND DISCIPLINE.** Throughout this sequence:

- Maintain upright body posture
  - Keep hands properly positioned
  - Ensure complete silence and stillness aside from the commanded movement
-

**PURPOSE.** The head drop serves to:

- Establish final synchronization prior to casket handling
- Provide a non-verbal confirmation of readiness
- Reinforce discipline and unity of movement---

### **KEY STANDARDS**

- Eye contact must be clear and deliberate
- Timing must be precise and consistent
- Movement must be uniform across all participating members
- No extraneous motion or noise is permitted---

### **KEY PRINCIPLE**

The head drop is a silent command of unity, ensuring the team moves as a single, disciplined element before performing the final act of honor.

### **PALLBAERS - COMMANDER DUTIES**

### **PALLBEARER OPERATIONS — FINAL PREPARATION, OVERSIGHT, AND PRESENTATION**

---

**PRE-CEREMONY VERIFICATION.** Prior to execution, the **NBP / Team Leader (#6)** shall ensure:

- The casket is **properly positioned within the hearse**
  - The flag is **correctly draped and aligned**
  - All equipment and surroundings are **prepared for movement**
1. If any discrepancies are identified:
    - **Do not make adjustments independently**
    - Direct all corrections through the:
      - **Hearse driver, or**
      - **Funeral director**

### **SAFETY REQUIREMENT — BIER PIN**

1. Prior to the command **“Secure”**:
    - The **OIC/NCOIC** must verify that the **adjustable bier pin (“stopper”)** at the head of the casket has been **removed**
  2. This is a **critical safety check** to ensure:
    - Proper casket removal
    - Prevention of binding or obstruction during transfer
-

**POST-CEREMONY RESPONSIBILITIES.** Following the ceremony, the **NBP / Team Leader** shall:

- Conduct a **post-ceremony briefing**
- Address any:
  - **Discrepancies in execution**
  - **Timing or alignment issues**
  - **Opportunities for improvement**

1. This ensures:

- Continuous **training development**
- Maintenance of **ELITE-level performance standards**

## **FLAG PRESENTATION TO NEXT OF KIN (NOK)**

---

**PRESENTATION PROCEDURE.** The designated member (typically **NBP / OIC / NCOIC**) shall:

- Approach the **Next of Kin (NOK)** with dignity and composure
- Hold the folded flag with:
  - The **long fold facing the recipient**
  - The flag is **centered and level**

The flag is presented:

- With a **controlled, deliberate motion**
- Maintaining **eye contact and solemn bearing**

**PRESENTATION.** The following statement shall be delivered clearly and respectfully:

*“On behalf of the Governor of the State of Wisconsin, the Wisconsin EMS Honor Guard, and a Grateful Community, please accept this flag as a symbol of our appreciation for your loved one’s honorable and faithful service.”*

### **KEY STANDARDS**

- Presentation must be **slow, deliberate, and sincere**
- Voice must be **clear, steady, and respectful**
- Maintain **professional bearing before, during, and after delivery**

### **KEY PRINCIPLE**

---

The presentation of the flag is the **final and most personal act of honor**. It must reflect **gratitude, respect, and unwavering professionalism**.

# Section 12: CASKET WATCH/Visitation Procedure

---

## CASKET WATCH / VISITATION DETAIL PROCEDURES

*(Silent Posting and Relief Operations)*

### 1. Purpose

The Casket Watch is a solemn ceremonial duty performed to honor the deceased and provide a dignified, continuous presence during visitation or public viewing. All movements shall reflect precision, discipline, and reverence, without unnecessary attention or distraction.

---

### 2. General Rules

- All movements are conducted in silence.
  - No verbal commands are given during posting or relief.
  - Movement is initiated only by a visual cue (OIC nod).
  - All actions are executed on a controlled three-count cadence unless otherwise specified.
  - Bearing must remain solemn, deliberate, and respectful at all times.
  - Guards will avoid exaggerated or theatrical movement; simplicity and precision are paramount.
- 

### 3. Composition of Detail

- Officer in Charge (OIC)
  - Two (2) Honor Guard Members (HGM) per relief
- 

### 4. Posting the Guard (Initial Entry)

#### 4.1 Movement to Position

- The OIC initiates movement with a subtle nod.
- The detail (OIC + 2 HGMs) steps off simultaneously.
- The team proceeds down the aisle using appropriate facing or flanking movements, based on venue layout.

#### 4.2 Positioning

- The OIC halts approximately 6–10 feet from the casket, centered.
- HGMs continue past the OIC and move to the outside corners of the casket.
- HGMs:
  - Guide into position naturally (no exaggerated facing movements)
  - Align precisely on the corners
  - Face inward toward the casket

#### 4.3 Assumption of Post

- HGMs take one controlled side step outward, then angle inward.
- Both assume Ceremonial Parade Rest:
  - Hands placed left over right in front (or per organizational standard)
- The OIC exits the immediate casket area.

#### 4.4 Salute (If Applicable)

- A salute is rendered only if the United States flag is present or draped.
  - Salute is executed on a three-count sequence:
    - Count 1–3: Raise
    - Count 1–3: Hold
    - Count 1–3: Lower
- 

#### 5. Relief of the Guard (Change Over)

##### 5.1 Approach of Oncoming Guard

- Oncoming detail forms with OIC and two HGMs.
- The OIC nod initiates movement.
- The element proceeds quietly down the aisle.

##### 5.2 Key Movement Trigger

- The halt of the OIC signals all subsequent movement.
- 

##### 5.3 Actions of the outgoing guard

Upon OIC halt:

1. Off-going HGMs come to Attention
  2. Simultaneously face inward (toward each other)
  3. Step 1–3 paces toward the center, aligning at the midpoint of the casket
  4. Face toward the casket
- 

##### 5.4 Actions of Oncoming Guard

- HGMs continue to the outside corners of the casket
  - Align and face inward
  - At this point, all four HGMs are shoulder-to-shoulder, facing the casket
- 

##### 5.5 Joint Salute

- On silent cue (visual timing), all members, including OIC, render salute:
    - Three-count up
    - Three-count hold
    - Three-count down
- 

##### 5.6 Transfer and Departure

- Upon completion of salute:
    - Off-going guard executes About Face
    - Steps off and exits
  - The OIC:
    - Executes About Face
    - Leads off-going guard out of the aisle
    - Returns to the start/finish point
-

## 5.7 Establishment of New Guard

- Oncoming HGMs:
    - Execute About Face simultaneously
    - Take one side step outward
    - Angle inward into final position
    - Assume Parade Rest
  - Parade Rest position (front or rear) is determined by:
    - OIC discretion
    - Event type or facility considerations
- 

## 6. Completion of Relief

- Upon reaching the start/finish point:
    - OIC gives a final nod
    - Element halts in unison
  - All movement ceases until next relief cycle
- 

## 7. Final Relief (No Oncoming Guard)

- Off-going guard performs all movements as if relieved
  - After salute:
    - Guard executes About Face
    - Exits with OIC
  - No break in dignity or ceremonial flow
- 

## 8. Equipment Notes (Optional Enhancement)

- OICs may utilize heel click devices (commonly referred to as *cheater bars*) for subtle audible cadence if authorized.
  - Use must remain:
    - Minimal
    - Tasteful
    - Non-distracting
- 

## 9. Key Principles of Excellence

- Silence is command
- The halt controls the ceremony
- All motion must be continuous and fluid
- Every movement reflects respect for the fallen

## Section 13: Bugler

**GENERAL INFORMATION.** The Bugler is a critical component of military funeral honors, responsible for rendering musical honors with dignity and precision.

1. In accordance with federal requirements:
  - A minimum of two (2) members of the funeral honors detail must be active members of the Armed Forces (not in a retired status)
  - At least one (1) member must represent the branch of service of the decedent
1. The Bugler's performance—typically "Taps"—serves as:
  - A final tribute to the deceased
  - A symbol of honor, sacrifice, and remembrance

### BUGLER LOCATION

**STANDARD POSITIONING.** The Bugler is positioned:

- Approximately 50 paces from the gravesite
  - At a diagonal angle to the casket
1. Placement should ensure:
    - The Bugler is clearly visible to the family, when possible
    - The sound carries clearly and respectfully across the ceremony **area**
- 

**COORDINATION WITH FIRING PARTY.** When a Firing Party is present:

- The Bugler is positioned on the opposite line of sight
  - Typically placed diagonal to the foot end of the casket
1. This positioning ensures:
    - Balanced ceremonial presentation
    - Clear distinction between rifle volleys and bugle call

### KEY STANDARDS

- The Bugler must maintain ceremonial bearing and stillness prior to and after performance
- Positioning must prioritize both visibility and acoustic effectiveness
- Coordination with the OIC/NCOIC and Firing Party is essential---

## KEY PRINCIPLE

The Bugler's call is the final audible honor rendered to the fallen.

It must be delivered with precision, dignity, and profound respect, leaving a lasting impression on all in attendance.

## BUGLER — EQUIPMENT AND PREPARATION

---

**GENERAL POLICY.** Every effort shall be made to provide “Taps” performed by a professional Bugler, whether:

- Military or civilian
  - Volunteer or contracted
1. If a professional Bugler is unavailable:
    - “Taps” will be performed using a ceremonial bugle
  2. If neither a live Bugler nor a ceremonial bugle is available:
    - A high-quality recorded version of “Taps” may be used
    - The family must be informed in advance

## AUDIO EQUIPMENT (RECORDED TAPS)

1. When recorded, “Taps” is utilized:
  - The Honor Guard detail will provide reliable audio equipment, if not otherwise available
  - Equipment must ensure:
    - Clear, uninterrupted sound at an appropriate volume and tone

## CEREMONIAL BUGLE — INSPECTION AND TESTING

1. The ceremonial bugle shall be:
    - Tested prior to departing the Honor Guard facility
    - Tested again on-site before the ceremony begins
  2. The Bugler must:
    - Be familiar with operating procedures
    - Confirm proper functionality and sound quality
  3. Battery requirement:
    - Ensure an extra set of batteries is available at all times
-

**PRACTICE AND SOUND DISCIPLINE.** When warming up or practicing:

- Ensure no sound carries into nearby ceremonies
- Maintain respect for surrounding services

Practice should:

- Avoid playing “Taps” prior to the ceremony
- Use alternate musical exercises when necessary

---

**INDOOR / OUTDOOR CONSIDERATIONS.** During memorial services, the Bugler may be positioned:

- Outdoors — prioritize projection and clarity
- Indoors — ensure acoustics are balanced and not overpowering

Adjust positioning and volume to maintain:

- Dignity of the ceremony
- Comfort of attendees---

**KEY STANDARDS**

- Always prioritize a live performance when possible
- Ensure equipment reliability and readiness
- Maintain strict sound discipline before the ceremony
- Coordinate with the OIC/NCOIC for timing and placement---

**KEY PRINCIPLE**

The rendering of “Taps” must be flawless, respectful, and uninterrupted, ensuring a final tribute worthy of the fallen and meaningful to their family.

1. Play Button – Taps will start in five seconds and the bugle should be placed near the mouth.  
2. Green Operating Light- The green light will illuminate once the “play” button is pressed. When Taps is complete the green light will go out.  
3. Volume Control- The volume control knob can be set from normal to extra loud.  
4. Red Battery Light- This light indicates if the ceremonial bugle is turned on/off. If the red light flashes it is a warning that the batteries need to be replaced.  
5. On/Off Switch.



**Ceremonial Bugle Operating Diagram**



**Parade Rest**

**Present/ Order Arms**



**TAPS — COMPLETION PROCEDURE**

**POST-PERFORMANCE ACTIONS.** Upon completion of “Taps,” the Bugler will:

- Return the ceremonial bugle smartly to the Position of Attention
- Maintain proper posture and bearing

**SALUTE.** After assuming the Position of Attention:

- The Bugler will render a salute
- The salute is executed with precision and held as appropriate to the ceremony

**EQUIPMENT SECURING.** Following the salute:

- Ensure the selector switch on the ceremonial bugle is turned to “OFF”
- Confirm the device is secured and no longer active

---

**POSTURE AND DISCIPLINE.** Throughout this sequence:

- Maintain complete stillness and composure
- Keep eyes forward and bearing solemn
- Avoid any unnecessary movement or distraction---

**KEY STANDARDS**

- Movements must be deliberate, controlled, and dignified
- The transition from performance to salute must be smooth and precise
- Equipment must be properly secured immediately following use---

**KEY PRINCIPLE**

The conclusion of “Taps” marks the final audible tribute.

The Bugler’s actions immediately following must reflect the same level of honor, precision, and respect as the performance itself.

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# SUPPLEMENTAL REFERENCE MATERIALS

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## QUICK-REFERENCE INDEX

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- **About, FACE** — Section 4.3
- **Attention** — Section 3.1
- **At Ease** — Section 3.3
- **Carry, SABER (SWORD)** — Section 8.5
- **Ceremonial, PARADE REST** — Section 3.2
- **Column Left (Right), MARCH** — Section 6.5
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## MOVEMENTS & POSITIONS

- **About Face** — Section 4.3
- **At Balance** — Section 7.2
- **At Ease** — Section 3.3
- **Attention** — Section 3.1
- **Carry Saber (Sword)** — Section 8.5
- **Ceremonial Parade Rest** — Section 3.2
- **Facing Movements** — Section 4
- **Forward March** — Section 6.1
- **Half Step** — Section 6.3
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- **Hang Step** — Section 13.5
- **Honor Salute** — Section 5.3
- **Left Face** — Section 4.1
- **Left Shoulder Arms** — Section 7.8
- **Mark Time** — Section 6.4
- **Order Arms** — Section 7.1, 7.6
- **Parade Rest** — Section 3.2
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- **Present Saber (Sword)** — Section 8.8
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## FLAG PROCEDURES

- **Color Bearer Positioning** — Section 9.7
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## CEREMONIAL OPERATIONS

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  - **Taps Performance** — Section 15.3
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## GLOSSARY OF MILITARY TERMS

**At Balance** — The position where the rifle is held vertically alongside the body with the butt resting on the ground, maintained during certain stationary positions such as Order Arms.

**At Ease** — A relaxed position where personnel may move but must remain standing in place and silent. The right foot may be moved, but the left foot remains in position.

**Bier Pin** — A specialized fastening device used to secure the flag to a casket, ensuring it remains properly positioned throughout ceremonial movements.

**Cadence** — The rhythmic count or beat that regulates the timing and pace of marching movements, typically counted in steps per minute (standard: 120 steps per minute).

**Carry (Rifle Position)** — A general term for holding the rifle in various positions while marching or standing, including Right Shoulder Arms, Left Shoulder Arms, and Port Arms.

**Casket Watch** — A ceremonial duty where Honor Guard members stand vigil over a casket during visitation or lying in state, maintaining complete stillness and bearing.

**Ceremonial Conduct** — The standard of behavior, bearing, and precision expected during formal Honor Guard operations, emphasizing dignity, respect, and military discipline.

**Color Guard** — A ceremonial unit responsible for carrying and protecting the national and organizational colors (flags) during ceremonies and events.

**Colors** — The flags carried by the Color Guard, including the National Color (U.S. flag) and organizational or state flags.

**Command of Execution** — The second part of a two-part command that signals the precise moment to execute the movement (e.g., "MARCH" in "Forward, MARCH").

**Dip** — The act of lowering a flag or organizational color as a salute or sign of respect, performed by tilting the staff forward. The U.S. flag is never dipped.

**Ferrule** — The metal cap or tip at the bottom of a flagstaff that protects the staff and provides a finished appearance.

**Finial** — The ornamental top piece of a flagstaff, often an eagle, spear point, or other decorative element.

**Formation** — The organized arrangement of personnel in specific positions and spacing for drill or ceremonial purposes.

**Hang Step** — A specialized pallbearer movement where the team pauses momentarily with one foot raised before continuing, used to maintain synchronization during casket carry.

**Head Drop** — A silent preparatory signal given by the team leader (typically a nod) to indicate the team should prepare to execute the next movement.

**Honor Salute** — A formal salute rendered during ceremonies, held for an extended duration to show respect during specific moments such as the playing of "Taps" or presentation of colors.

**Mark Time** — A marching movement where personnel march in place, lifting feet to the standard cadence without moving forward.

**NBP (Non-Commissioned Bearing Position)** — Position #6 in the pallbearer team, typically occupied by the team leader or senior NCO who commands the detail.

**OIC (Officer in Charge)** — The commissioned officer responsible for overall command and supervision of an Honor Guard detail or ceremony.

**NCOIC (Non-Commissioned Officer in Charge)** — The senior enlisted member responsible for direct supervision and execution of Honor Guard operations under the OIC.

**Order Arms** — The basic position where the rifle butt rests on the ground beside the right foot, with the rifle held vertically along the right side of the body.

**Organizational Color** — A flag representing a specific unit, organization, or agency, displayed alongside the National Color during ceremonies.

**Parade Rest** — A formal rest position where feet are shoulder-width apart, hands clasped behind the back, and eyes remain forward. Movement and talking are not permitted.

**Port Arms** — A rifle position where the weapon is held diagonally across the body at chest level, typically used during certain movements or inspections.

**Posting the Colors** — The ceremonial act of placing the colors in their designated position, typically at the beginning of a ceremony.

**Preparatory Command** — The first part of a two-part command that alerts personnel to the upcoming movement and indicates what action will be taken (e.g., "Forward" in "Forward, MARCH").

**Present Arms** — A salute position with the rifle, or the command to render a salute, used to show respect during ceremonies.

**Ready Position** — The preparatory stance assumed before executing specific movements, particularly in color guard procedures.

**Rest** — The most relaxed authorized position where personnel may move, talk quietly, and shift weight, but must remain standing in place.

**Retiring the Colors** — The ceremonial act of removing the colors from their posted position, typically at the conclusion of a ceremony.

**Right Shoulder Arms** — A rifle position where the weapon is carried on the right shoulder, used during marching movements.

**Salute** — A formal gesture of respect rendered by military personnel, executed by raising the right hand to the forehead or by presenting arms with a weapon.

**Trail Arms** — A rifle position where the weapon is held at the side with the muzzle elevated and the butt near the ground, used during certain ceremonial movements.

**Union** — The blue field containing stars on the U.S. flag, representing the states of the nation. Proper positioning of the union is critical in flag display and folding.

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## APPENDIX A: COMMAND SUMMARY

### POSITION COMMANDS

Command	Execution
<b>Attention</b>	Assume the position of attention: heels together, feet at a 45-degree angle, body erect, arms at sides, eyes forward
<b>Parade, REST</b>	Move the left foot 12 inches to the left, clasp hands behind the back at waist level, maintain silence, and forward gaze
<b>Ceremonial, PARADE REST</b>	Execute parade rest with rifle: move left foot, bring rifle to left side, maintain vertical position.
<b>At Ease</b>	Relax the right foot while keeping the left foot in place, maintain silence, and keep the general position
<b>Rest</b>	Relax while remaining standing in place, may talk quietly and move, but do not leave position.

### MOVEMENT COMMANDS

Command	Execution
<b>Forward, MARCH</b>	Step off with the left foot, march at 120 steps per minute, and maintain proper posture and cadence.
<b>HALT</b>	On right foot strike, take one more step with left foot, bring right foot alongside left, assume position of attention
<b>Mark Time, MARCH</b>	March in place, lifting feet 2 inches off the ground, maintain cadence without forward movement
<b>Half Step, MARCH</b>	Reduce step length to 15 inches while maintaining a 120-step-per-minute cadence.
<b>Side Step, MARCH</b>	Step 12 inches to the right (or left), bring trailing foot alongside, repeat as commanded.
<b>Column Left (Right), MARCH</b>	Execute a 90-degree turn while marching, pivot on the ball of the foot, and continue forward in a new direction
<b>Left (Right) Flank, MARCH</b>	Execute a 90-degree turn while marching, all personnel turn simultaneously, continue in the new direction

### FACING COMMANDS

Command	Execution
<b>Right, FACE</b>	Pivot 90 degrees to the right on the right heel and left toe, bring the left foot alongside the right.
<b>Left, FACE</b>	Pivot 90 degrees to the left on the left heel and right toe, bring the right foot alongside the left.

<b>Command</b>	<b>Execution</b>
<b>About, FACE</b>	Pivot 180 degrees to the right on the right toe and left heel, bring the left foot alongside right.

## **SALUTE COMMANDS**

<b>Command</b>	<b>Execution</b>
<b>Present, ARMS</b>	Render salute with rifle or hand, hold position until "Order Arms" is commanded.
<b>Order, ARMS</b>	Return to order arms position from present arms, execute in two counts
<b>Honor Salute</b>	Render and hold salute for extended duration during ceremonial moments (Taps, flag presentation)

## **RIFLE MANUAL OF ARMS COMMANDS**

<b>Command</b>	<b>Execution</b>
<b>Order, ARMS</b>	Lower the rifle to a position alongside the right side, butt on the ground, and maintain vertical alignment.
<b>Right Shoulder, ARMS</b>	Bring the rifle to the right shoulder in four counts, maintain proper grip and position.
<b>Left Shoulder, ARMS</b>	Transfer rifle to left shoulder, reverse of right shoulder arms movement.
<b>Port, ARMS</b>	Bring the rifle diagonally across the body at chest level, hold with both hands.
<b>Trail, ARMS</b>	Lower rifle to trail position at right side, muzzle elevated, butt near ground
<b>Present, ARMS</b>	Execute a salute with a rifle from the order or port arms position.

## **SABER COMMANDS**

<b>Command</b>	<b>Execution</b>
<b>Draw, SABER (SWORD)</b>	Remove the saber from the scabbard, bring to the carry position in prescribed counts
<b>Carry, SABER (SWORD)</b>	Hold the saber at the right side, blade vertical, approximately 6 inches from the ground.
<b>Present, SABER (SWORD)</b>	Execute salute with saber, bring hilt to chin level, blade vertical
<b>Order, ARMS</b>	Lower the saber to the order position from the present saber
<b>Return, SABER (SWORD)</b>	Return the saber to the scabbard in the prescribed manner

## COLOR GUARD COMMANDS

<b>Command</b>	<b>Execution</b>
<b>Ready, TWO</b>	Color guard assumes ready position, prepares for movement.
<b>Post the Colors</b>	Color guard advances and places colors in the designated position
<b>Retire the Colors</b>	Color guard retrieves colors and returns to formation
<b>Eyes, RIGHT</b>	All personnel except color bearers turn heads 45 degrees right while marching
<b>Ready, FRONT</b>	Return eyes to the forward position after eyes right.

## PALLBEARER COMMANDS

<b>Command</b>	<b>Execution</b>
<b>Left (Right) Flank</b>	Pallbearer team executes 90-degree turn while carrying casket
<b>Hang Step</b>	Team pauses with one foot raised, maintains synchronization during carry.
<b>Head Drop</b>	Silent signal (nod) from the team leader to prepare for the next movement

# APPENDIX B: POSITION REFERENCE GUIDE

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## BASIC POSITIONS

### POSITION OF ATTENTION

- **Command:** "Attention" or "Detail, Attention."
- **Key Characteristics:**
  - Heels together, feet at a 45-degree angle
  - Body erect, weight evenly distributed
  - Arms straight at sides, fingers naturally curled
  - Head and eyes forward, chin level
  - Silent and motionless
- **Related Movements:** Starting position for all drill movements

### PARADE REST

- **Command:** "Parade, REST."
- **Key Characteristics:**
  - Left foot moves 12 inches to the left
  - Hands clasped behind the back at the waist
  - Arms straight, fingers interlaced
  - Weight evenly distributed
  - Eyes forward, silence maintained
- **Related Movements:** Return to attention on command

### CEREMONIAL PARADE REST (WITH RIFLE)

- **Command:** "Ceremonial, PARADE REST."
- **Key Characteristics:**
  - Left foot moves 12 inches to the left
  - Rifle brought to the left side, butt on the ground
  - Right hand grasps rifle at balance point
  - Left hand behind back
  - Rifle remains vertical
- **Related Movements:** Return to attention with rifle

## AT EASE

- **Command:** "At Ease."
- **Key Characteristics:**
  - The right foot may be moved
  - Left foot remains in place
  - Silence maintained
  - General position of attention preserved
- **Related Movements:** More relaxed than parade rest, but still formal

## REST

- **Command:** "Rest."
- **Key Characteristics:**
  - May move and talk quietly
  - Must remain standing in place
  - Left foot remains in position
- **Related Movements:** Return to attention on command

# RIFLE POSITIONS

## ORDER ARMS

- **Command:** "Order, ARMS."
- **Key Characteristics:**
  - Rifle butt on ground beside right foot
  - Rifle vertical along the right side
  - Right hand at balance point
  - Left arm at side
- **Related Movements:** Basic rifle position, starting point for most movements

## RIGHT SHOULDER ARMS

- **Command:** "Right Shoulder, ARMS."
- **Key Characteristics:**
  - Rifle on right shoulder
  - Butt in the palm of the right hand
  - Forearm horizontal
  - Left arm at side
- **Related Movements:** Standard marching position with rifle

## LEFT SHOULDER ARMS

- **Command:** "Left Shoulder, ARMS."
- **Key Characteristics:**
  - Rifle on left shoulder
  - Butt in the palm of the left hand
  - Forearm horizontal
  - Right arm at side
- **Related Movements:** Alternate marching position

## PORT ARMS

- **Command:** "Port, ARMS."
- **Key Characteristics:**
  - Rifle diagonal across body at chest level
  - Both hands gripping the rifle
  - Muzzle elevated to the left
  - Elbows close to body
- **Related Movements:** Inspection position, transition position

## PRESENT ARMS (RIFLE)

- **Command:** "Present, ARMS."
- **Key Characteristics:**
  - Rifle vertical in front of body
  - Right hand at the small of the stock
  - Left hand supporting rifle
  - Salute position with rifle
- **Related Movements:** Ceremonial salute with weapon

## TRAIL ARMS

- **Command:** "Trail, ARMS."
- **Key Characteristics:**
  - Rifle at the right side
  - Muzzle elevated
  - Butt near ground
  - Right hand gripping rifle
- **Related Movements:** Used during certain ceremonial movements

## SABER POSITIONS

### CARRY SABER (SWORD)

- **Command:** "Carry, SABER (SWORD)"
- **Key Characteristics:**
  - Saber at the right side
  - Blade vertical
  - Point approximately 6 inches from the ground
  - Right hand gripping the hilt
- **Related Movements:** Standard position when the saber is drawn

### PRESENT SABER (SWORD)

- **Command:** "Present, SABER (SWORD)"
- **Key Characteristics:**
  - Hilt at chin level
  - Blade vertical
  - Arm extended
  - Salute position with saber
- **Related Movements:** Ceremonial salute with saber

### ORDER ARMS (SABER)

- **Command:** "Order, ARMS."
- **Key Characteristics:**
  - Saber lowered to the side
  - Point near ground
  - Blade along right leg
- **Related Movements:** Rest position with saber drawn

## **APPENDIX C: CEREMONY PREPARATION CHECKLISTS**

### **PRE-CEREMONY PLANNING CHECKLIST**

#### **Mission Briefing (24-48 Hours Prior)**

- Confirm ceremony date, time, and location
- Identify ceremony type (funeral, memorial, flag ceremony, etc.)
- Determine required personnel (color guard, pallbearers, bugler, etc.)
- Assign team leader/OIC
- Review special requests or considerations
- Confirm uniform requirements
- Identify any religious or cultural protocols
- Obtain site layout and parking information

#### **Equipment Verification (24 Hours Prior)**

- Inspect all rifles for cleanliness and function
- Check saber/sword condition and scabbard
- Verify flag condition (no tears, fading, or damage)
- Inspect flagstaves and finials
- Test ceremonial bugle (if applicable)
- Verify availability of white gloves (all personnel)
- Prepare backup equipment

#### **Personnel Coordination (12-24 Hours Prior)**

- Confirm all team members are available
- Identify backup personnel if needed
- Distribute ceremony details to all participants
- Review roles and responsibilities
- Schedule rehearsal time if needed
- Confirm transportation arrangements
- Provide contact information for all team members

#### **Final Preparation (Day of Ceremony)**

- Arrive at the location 45-60 minutes early
  - Conduct site walkthrough
  - Identify entry/exit routes
  - Locate staging area
  - Verify casket/flag positioning
  - Conduct final uniform inspection
  - Review the ceremony sequence with all personnel
  - Establish communication protocols
  - Confirm timing with ceremony coordinator
-

## **COLOR GUARD SETUP CHECKLIST**

### **Equipment Preparation**

- Inspect National Color (U.S. flag) for damage
- Inspect organizational/state colors
- Verify flagstuffs are clean and undamaged
- Check finials are secure
- Ensure ferrules are in good condition
- Verify flag precedence order
- Prepare flag stands (if posting colors)

### **Personnel Assignments**

- Assign National Color bearer
- Assign organizational color bearer(s)
- Assign guards (typically 2-4 personnel)
- Designate team leader
- Confirm all personnel know their positions
- Review entry and exit routes

### **Formation and Movement**

- Review posting procedure
- Practice color salute (if required)
- Confirm "Eyes Right" execution
- Review retiring procedure
- Verify spacing and alignment
- Practice transitions (if multiple movements required)

### **Pre-Ceremony Checks**

- Conduct uniform inspection
- Verify white gloves are clean
- Check that all personnel are at attention
- Confirm flags are properly attached to staffs
- Review commands and timing
- Establish eye contact with the ceremony coordinator

## **PALLBEARER TEAM PREPARATION CHECKLIST**

### **Team Organization (Minimum 6 Personnel)**

- Assign Position #1 (Head, Right)
- Assign Position #2 (Head, Left)
- Assign Position #3 (Center, Right)
- Assign Position #4 (Center, Left)
- Assign Position #5 (Foot, Right)
- Assign Position #6 (Foot, Left / NBP / Team Leader)
- Confirm all personnel understand their positions.
- Verify height compatibility for balanced carry

### **Equipment and Uniform**

- Inspect white gloves (must be pristine)
- Verify uniform cleanliness and proper wear
- Check that all personnel have removed jewelry
- Ensure proper footwear (polished, non-slip)
- Verify bier pins are available
- Prepare flag presentation case

### **Movement Rehearsal**

- Practice approach to casket
- Review lifting procedure
- Practice hang step
- Review turning movements (flanks)
- Practice lowering the casket
- Review flag folding procedure
- Practice flag presentation

### **Safety Considerations**

- Verify casket weight and balance
- Identify any obstacles in the movement path
- Check floor/ground surface conditions
- Confirm adequate clearance (doorways, aisles)
- Review emergency procedures
- Establish non-verbal communication signals

### **Pre-Ceremony Coordination**

- Meet with funeral director/ceremony coordinator
- Confirm casket positioning (head/foot orientation)
- Verify movement route and distances
- Identify staging positions
- Review timing with other ceremony elements
- Conduct final team briefing

## **CASKET DETAIL PREPARATION CHECKLIST**

### **Personnel Requirements**

- Assign minimum 2 guards (4 preferred for full detail)
- Designate relief team (if extended watch)
- Assign OIC/NCOIC for coordination
- Confirm all personnel understand watch procedures

### **Equipment Preparation**

- Inspect rifles for cleanliness and function
- Verify white gloves are available
- Check that all equipment is silent (no rattling)
- Prepare relief markers (if applicable)

### **Watch Procedures Review**

- Review posting procedure
- Practice position of attention at casket
- Review relief sequence
- Confirm watch duration (typically 30 minutes)
- Practice silent communication signals
- Review emergency procedures

### **Positioning and Timing**

- Identify guard positions (head/foot or corners)
- Verify adequate space for posting and relief
- Confirm watch schedule and rotation
- Establish timing signals with ceremony coordinator
- Review transition to pallbearer duty (if applicable)

### **Pre-Watch Checks**

- Conduct uniform inspection
  - Verify all personnel are physically prepared
  - Review expectations for stillness and bearing
  - Confirm relief team is ready
  - Establish communication with OIC/NCOIC
-

## **BUGLER/TAPS PREPARATION CHECKLIST**

### **Equipment Preparation**

- Inspect the ceremonial bugle for cleanliness
- Test electronic bugle function (if applicable)
- Verify battery level (electronic bugle)
- Check volume settings
- Ensure selector switch functions properly
- Prepare backup equipment
- Verify bugle strap/sling is secure

### **Performance Preparation**

- Review "Taps" melody and timing
- Practice breath control and tone
- Verify proper embouchure
- Test acoustics at the ceremony location
- Identify optimal positioning for sound projection
- Practice the salute sequence after the performance

### **Positioning and Timing**

- Confirm bugler position (typically elevated or distant)
- Verify line of sight to the ceremony coordinator
- Establish timing signal for "Taps."
- Review approach and departure routes
- Confirm the position of the attention location

### **Pre-Performance Checks**

- Conduct uniform inspection
- Verify white gloves are clean
- Test bugle one final time (away from ceremony area)
- Confirm selector switch is in the correct position
- Review post-performance procedures
- Establish eye contact with OIC/NCOIC

### **Post-Performance Procedures**

- Return to the position of attention
  - Render salute
  - Turn the selector switch to "OFF."
  - Secure equipment
  - Maintain bearing until dismissed
-

## POST-CEREMONY DEBRIEF CHECKLIST

### Immediate Actions (Within 30 Minutes)

- Account for all personnel
- Collect all equipment
- Conduct a quick equipment inspection
- Secure flags and rifles
- Return to staging area or vehicle

### Equipment Accountability

- Verify all rifles are accounted for
- Check flags for damage
- Inspect white gloves for cleanliness
- Secure ceremonial bugle
- Return bier pins and presentation case
- Document any equipment damage or loss

### Team Debrief (Within 24 Hours)

- Gather all participants
- Review ceremony execution
- Identify what went well
- Discuss areas for improvement
- Address any safety concerns
- Document lessons learned
- Recognize outstanding performance

### Administrative Actions

- Complete ceremony report
- Document attendance
- Submit any required paperwork
- Update training records
- Schedule equipment maintenance (if needed)
- File ceremony documentation

### Follow-Up

- Send thank-you notes (if appropriate)
- Coordinate with family (if requested)
- Schedule additional training (if needed)
- Update standard operating procedures (if necessary)
- Prepare for the next ceremony

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## END OF DOCUMENT

**Reference:** See Constitution and Bylaws for governing authority.

### **1. Purpose**

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.

The Association exists to:

- Represent Emergency Medical Services personnel in a professional and dignified manner at official functions;
- Provide ceremonial and operational support to EMS agencies, families, and communities;
- Assist in honors and services related to line-of-duty deaths and funerals;
- Promote training, professionalism, and statewide coordination of EMS Honor Guard activities.

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## **2. Governance Structure**

### **2.1 Executive Board**

The Executive Board shall consist of:

- State Commander
- Executive Officer
- Secretary/Treasurer

#### **Authority and Responsibilities:**

The Executive Board is responsible for:

- Managing the affairs, property, and operations of the Association;
- Establishing and implementing strategic direction and long-range goals;
- Maintaining financial oversight and stability;
- Developing, adopting, and enforcing policies;
- Reviewing and proposing amendments to the Bylaws (subject to Full Board approval);
- Acting as a Review Board when necessary.

#### **Voting and Quorum:**

- Each Executive Board member shall have one (1) vote.
- A quorum shall consist of three (3) members.

#### **Vacancies:**

- Any vacancy on the Executive Board shall be filled by appointment of the remaining Executive Board members, subject to ratification by the Full Board.

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### **2.2 Full Board of Directors**

The Full Board shall consist of:

- All Executive Board members;
- State Training Officer (Advisor);
- State Chaplain (Advisor);
- District Directors (one per District).

#### **Authority and Responsibilities:**

The Full Board shall:

- Provide oversight and representation of the statewide membership through District leadership;
- Receive reports of all Executive Board activities at regular (at minimum quarterly) meetings;
- Vote on the following matters:
  - Amendments to the Bylaws;
  - Adoption or modification of formal policies;
  - Addition or restructuring of Districts;
  - Removal of officers;
  - Member discipline or termination (if applicable);
  - Election or confirmation of Executive Board officers;
  - Ratification of appointments made to fill vacancies or leadership roles.

Each Full Board member shall have one (1) vote unless otherwise specified in the Bylaws.

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### **3. District Structure**

#### **3.1 Establishment of Districts**

- The State of Wisconsin shall be divided into geographic or operational Districts.
  - The number, boundaries, and organization of Districts shall be determined and may be modified by the Executive Board, subject to Full Board approval where required.
- 

#### **3.2 District Leadership**

##### **District Director**

- A District Director shall lead each District.
- Initial appointments shall be made by the State Commander.
- Subsequent elections shall occur in staggered terms (odd/even years) based on District designation, in accordance with the Bylaws.

##### **District Appointed Officers**

The District Director shall appoint:

- District Executive Officer
- District Training Officer
- District Chaplain

Appointments shall be made in accordance with Association policy and subject to oversight by the Executive Board.

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#### **3.3 District Responsibilities**

District leadership shall:

- Recruit, train, and maintain a roster of qualified Honor Guard members;
  - Ensure readiness for District and statewide deployments;
  - Conduct regular training consistent with Association standards;
  - Support and participate in statewide missions as directed by the State Commander;
  - Uphold all policies, procedures, and standards established by the Association.
- 

### **4. Command and Operational Authority**

- The State Commander retains overall command authority for statewide operations and deployments.
- Districts operate under the authority and direction of the State Commander and Executive Board.

- All members and officers shall comply with established policies, procedures, and the governing Bylaws of the Association.

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### **5. 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.

# POLICY 2

## Association Structure and Districts



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**Reference:** See Constitution and Bylaws for governing authority.

### 1. Purpose

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.

The Association exists to:

- Represent Emergency Medical Services personnel in a professional and dignified manner at official functions;
- Provide ceremonial and operational support to EMS agencies, families, and communities;
- Assist in honors and services related to line-of-duty deaths and funerals;
- Promote training, professionalism, and statewide coordination of EMS Honor Guard activities.

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### 2. Governance Structure

#### 2.1 Executive Board

The Executive Board shall consist of:

- State Commander
- Executive Officer
- Secretary/Treasurer

#### Authority and Responsibilities:

The Executive Board is responsible for:

- Managing the affairs, property, and operations of the Association;
- Establishing and implementing strategic direction and long-range goals;
- Maintaining financial oversight and stability;
- Developing, adopting, and enforcing policies;
- Reviewing and proposing amendments to the Bylaws (subject to Full Board approval);
- Acting as a Review Board when necessary.

#### Voting and Quorum:

- Each Executive Board member shall have one (1) vote.
- A quorum shall consist of three (3) members.

#### Vacancies:

- Any vacancy on the Executive Board shall be filled by appointment of the remaining Executive Board members, subject to ratification by the Full Board.
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## POLICY 2

### Association Structure and Districts



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#### 2.2 Full Board of Directors

The Full Board shall consist of:

- All Executive Board members;
- State Training Officer (Advisor);
- State Chaplain (Advisor);
- District Directors (one per District).

#### Authority and Responsibilities:

The Full Board shall:

- Provide oversight and representation of the statewide membership through District leadership;
- Receive reports of all Executive Board activities at regular (at minimum quarterly) meetings;
- Vote on the following matters:
  - Amendments to the Bylaws;
  - Adoption or modification of formal policies;
  - Addition or restructuring of Districts;
  - Removal of officers;
  - Member discipline or termination (if applicable);
  - Election or confirmation of Executive Board officers;
  - Ratification of appointments made to fill vacancies or leadership roles.

Each Full Board member shall have one (1) vote unless otherwise specified in the Bylaws.

---

### 3. District Structure

#### 3.1 Establishment of Districts

- The State of Wisconsin shall be divided into geographic or operational Districts.
- The number, boundaries, and organization of Districts shall be determined and may be modified by the Executive Board, subject to Full Board approval where required.

---

#### 3.2 District Leadership

##### District Director

- A District Director shall lead each District.
- Initial appointments shall be made by the State Commander.
- Subsequent elections shall occur in staggered terms (odd/even years) based on District designation, in accordance with the Bylaws.

##### District Appointed Officers

The District Director shall appoint:

- District Executive Officer
- District Training Officer
- District Chaplain

Appointments shall be made in accordance with Association policy and subject to oversight by the Executive Board.

## **POLICY 2**

### **Association Structure and Districts**



---

#### **3.3 District Responsibilities**

District leadership shall:

- Recruit, train, and maintain a roster of qualified Honor Guard members;
- Ensure readiness for District and statewide deployments;
- Conduct regular training consistent with Association standards;
- Support and participate in statewide missions as directed by the State Commander;
- Uphold all policies, procedures, and standards established by the Association.

---

#### **4. Command and Operational Authority**

- The State Commander retains overall command authority for statewide operations and deployments.
- Districts operate under the authority and direction of the State Commander and Executive Board.
- All members and officers shall comply with established policies, procedures, and the governing Bylaws of the Association.

---

#### **5. 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 3

## Leadership and Membership Eligibility

---



### 1. Purpose

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:

- Leadership roles and responsibilities;
  - Membership eligibility, standards, and expectations;
  - Procedures for maintaining an active and professional Honor Guard force statewide.
- 

### 2. Organizational Leadership Structure

#### 2.1 Executive Board

The Executive Board shall consist of:

- State Commander
- Executive Officer
- Secretary/Treasurer

The Executive Board maintains operational authority over the Association and ensures compliance with the Bylaws, policies, and strategic objectives.

---

#### 2.2 Full Board

The Full Board shall consist of:

- Executive Board members;
  - State Training Officer (Advisor);
  - State Chaplain (Advisor);
  - District Directors (voting representatives of their Districts). The Full Board provides statewide representation and oversight of governance in accordance with the Bylaws.
- 

### 3. Duties of Officers

#### 3.1 State Commander

The State Commander shall:

- Serve as the chief executive officer of the Association;
- Preside over all meetings of the Executive and Full Boards;
- 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 all districts operate in compliance with established standards;
- Fill vacancies in accordance with the Bylaws (with required approvals);



## **POLICY 3**

### **Leadership and Membership Eligibility**

- Perform additional duties as required by the office or assigned by the Bylaws.
- 

#### **3.2 Executive Officer**

The Executive Officer shall:

- Act in the absence or incapacity of the State Commander;
  - Assist in the coordination of statewide operations;
  - Serve as the primary liaison between the State and Districts;
  - Oversee membership services and statewide communication;
  - Maintain relationships with partner organizations, including:
    - EMS associations
    - Memorial boards
    - State and national EMS organizations
  - Monitor district activity, recruitment, and membership levels;
  - Support District Directors with training, scheduling, and development;
  - Perform additional duties as assigned by the Commander.
- 

#### **3.3 Secretary/Treasurer**

The Secretary/Treasurer shall:

- Maintain accurate records of all meetings, including Executive and Full Board proceedings;
  - Maintain official organizational records, including Bylaws and amendments;
  - Maintain a current roster of all members;
  - Receive, manage, and document all funds of the Association;
  - Provide financial reports at least quarterly;
  - Ensure proper financial oversight and transparency, including district reporting;
  - Maintain access and accountability for all authorized financial accounts;
  - Make records available for inspection in accordance with policy;
  - Perform additional duties as required.
- 

#### **3.4 State Training Officer (Advisor)**

The State Training Officer shall:

- Develop and maintain statewide training standards and curriculum;
  - Coordinate district-level training consistency;
  - Plan and conduct statewide training events and camps (minimum annually or as directed);
  - Ensure all members meet minimum operational standards;
  - Maintain statewide training records and coordinate reporting;
  - Notify leadership of deficiencies in member readiness;
  - Maintain training manuals, protocols, and performance standards;
  - Oversee equipment readiness in coordination with districts.
-



## POLICY 3

### Leadership and Membership Eligibility

#### 3.5 District Director

The District Director shall:

- Serve as the leader and administrator of the district;
  - Represent the District on the Full Board with one (1) vote;
  - Maintain district membership records and operational readiness;
  - Ensure compliance with all Association policies and standards;
  - Coordinate district events, ceremonies, and deployments;
  - Oversee district fundraising and financial accountability;
  - Maintain inventory and accountability of district equipment;
  - Prepare and report district financial and operational updates;
  - Appoint District Officers in accordance with Policy and Bylaws;
  - Serve as the primary point of contact between the District and State leadership.
- 

#### 3.6 District Executive Officer

The District Executive Officer shall:

- Assist the District Director in administration and operations;
  - Support recruitment and retention efforts;
  - Assist with equipment tracking and logistics;
  - Ensure adherence to state policies at the district level;
  - Perform duties as assigned by the District Director.
- 

#### 3.7 District Training Officer

The District Training Officer shall:

- Conduct and coordinate district training and drills;
  - Ensure all members meet required performance standards;
  - Maintain training records and submit required reports;
  - Assist with statewide training initiatives;
  - Perform duties as assigned by leadership.
- 

## 4. Membership

### 4.1 Membership Structure

- Membership exists at the district level.
- The District Director represents the membership at the state level.

### 4.2 Eligibility, Minimum Eligibility Requirements

To be considered for membership, all applicants must meet the following criteria:

**4.3 Age Requirement:** Applicants must be **at least eighteen (18) years of age** at the time of application.

**4.4 Applicants must be currently licensed** or previously licensed as an Emergency Medical Services provider in the State of Wisconsin.

**4.5 Applicants must be of good moral character** and demonstrate conduct consistent with the Association's mission, values, and professional expectations.



## POLICY 3

### Leadership and Membership Eligibility

Applicants must not have any history that would bring discredit upon the Honor Guard or the EMS profession

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#### 4.6 Membership Conditions

Membership in the Honor Guard is a **privilege, not a right**, and is subject to the following conditions:

- Acceptance is based on the needs of the organization, training capacity, and the applicant's ability to meet all standards.
- Members must complete required training and demonstrate proficiency in ceremonial duties.

Members must maintain compliance with all Association policies, procedures, and directives.

#### 4.7 Initial Training and Qualification

New members must:

- Attend a minimum of three (3) training drills;
- Successfully complete a skills evaluation;

No member may participate in Class A uniform functions until all requirements are met. Equivalent prior experience (military or honor guard) may be considered for advanced placement at the discretion of leadership; however, all members must demonstrate competency.

---

#### 4.8 Active Membership Requirements

To remain active, members must:

- Maintain a minimum of **60% attendance** at drills and events annually;
- Maintain required skill competencies;
- Participate in annual performance evaluations.

Failure to meet requirements will result in **Inactive Status**.

---

#### 4.9 Inactive Status

Inactive members:

- May not participate in official functions;
  - Must complete retraining and skills verification to return to active status;
  - Status applies statewide across all Districts.
- 

#### 4.10 Leave of Absence

- Members may request a leave of absence for up to twelve (12) months;
  - Requests must be submitted in writing to the District Director.
  - Members must be in good standing at the time of request;
  - Reactivation requires written notice.
  - Failure to return within 12 months may result in termination.
- 

#### 4.11 Resignation

- Members may resign at any time with written notice.
- Resignation is effective upon receipt unless otherwise specified;



## **POLICY 3**

### **Leadership and Membership Eligibility**

- No refunds of dues or payments shall be issued.
- 

#### **4.12 Reinstatement**

- Members in good standing may be reinstated within two (2) years;
  - Reinstatement requires submission of a written request and demonstration of competency.
- 

#### **4.13 Property Accountability**

Upon separation, members must return all Association-issued property within seven (7) days, including:

- Uniform items
  - Insignia and badges
  - Equipment and identification
- 

#### **4.14 Termination/Removal**

Membership may be terminated for:

- Failure to meet participation requirements;
  - Conduct unbecoming of a member;
  - Loss of EMS licensure or good standing;
  - Failure to comply with policies or reactivation requirements.
  - District officers may be removed from their position at will by the Executive Board.
  - District members may be removed by the district director or the Executive Board.
- 

#### **4.15 Appeals Process**

- Members may request a hearing before the Executive Board;
  - Requests must be submitted within twenty (20) days of termination;
  - A hearing shall be scheduled within twenty (20) days of request;
  - The decision of the Board shall be final unless otherwise provided in the Bylaws.
- 

#### **4.16 on-discrimination**

The Association maintains a policy in accordance with all applicable federal, state, and local laws.

# POLICY 4

## 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.

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#### 2.2 Executive and Full Board Meetings

- The Executive Board and Full Board shall meet at intervals defined by the Bylaws (minimum quarterly recommended for Full 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 Full 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.



## POLICY 4

### Meetings, Drills, and Events

- All meetings shall be conducted in accordance with the Association's adopted parliamentary authority (e.g., Robert's Rules of Order).
- 

#### 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 2.
- 

### 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.



## **POLICY 4**

### **Meetings, Drills, and Events**

- Attendance may be used to:
    - Maintain certification or operational readiness;
    - Standardize procedures across districts;
    - Evaluate statewide capabilities.
- 

#### **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 5

## Uniform & 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. Maintain 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**.

This includes items worn for personal, cultural, or religious reasons that alter the uniform's standardized appearance

#### 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 5

### Uniform & Grooming Standards

#### Facial Hair

- a. Facial hair must be **neatly trimmed and conservative**.
- b. The Association may require members to be **clean-shaven** for uniformity, depending on ceremonial standards.

#### 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**, or cause a safety issue while using standard equipment of the HG.
- 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 organization.

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# POLICY 5

## Uniform & 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
  - Rain cover required with an all-weather coat
  - 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 to collar tip)
- Name tag: ¼ inch above right pocket
- Badge patch on left chest.

#### Restrictions:

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

#### C. Tie / Ascot

- Dark navy tie (clip-on or traditional) (over 6' tall, order a long)
  - 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

#### Insignia:

- WIEMSHG member Shoulder patches (1 inch below seam)
- Collar insignia properly centered (medical caduceus points towards the point of the collar)
- Name tag and badge on designated tabs

#### E. Honor Guard Cord

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

#### F. Epaulets/Shoulder Boards and Sleeve Stripes:

- Sleeve stripe:



# POLICY 5

## Uniform & Grooming Standards

- ¾" royal blue center, yellow piping on both sides, rank-specific.

Title	Shoulder Board	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
State Training 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

### E. Honor Guard Cord

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

### F. Trousers

- Dark navy dress slacks
- Military creases required
- No cargo or EMS-style pants
- 1" royal blue stripe piped by 1/8" yellow piping on both sides
- Black basketweave leather belt with gold metal buckle
- No suspenders

### G. Footwear

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

### H. 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
- **Memorial Pin:** Gold oak leaf authorized (if applicable) on the right collar of the jacket

### Prohibited:

- Any unauthorized pins, decorations, or modifications

# POLICY 5

## Uniform & Grooming Standards

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### CLASS "B" UNIFORM (modified class A)

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
-

# POLICY 5

## Uniform & Grooming Standards



### CLASS "D" UNIFORM (WORK DETAILS / TRAINING)

#### Components:

- Red WIEMSHG t-shirt
- Standard duty pants

#### Authorized Use:

- Training
- Work details
- Drill practice
- As directed by command

---

#### 9. OUTERWEAR (ALL-WEATHER COAT)

- 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

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#### 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 policy
- WIEMSHG badge is copy right protected and may not be used without authorization
- Members not in good standing are prohibited from wearing the uniform

---

#### 12. ENFORCEMENT

Failure to comply with this policy may result in:

- Removal from uniformed duties
- Disciplinary action per organizational bylaws

# POLICY 6

## SERVICE LEVELS AND DETAILS



### WISCONSIN EMS HONOR GUARD ASSOCIATION, IN

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#### 1. PURPOSE

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

##### 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

# POLICY 6

## SERVICE LEVELS AND DETAILS



- Bell Service and/or Last Call
- Casket Guard
- Honor Guard and/or Color Guard
- Corridor of Honor

---

### 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.*

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### 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

# POLICY 6

## SERVICE LEVELS AND DETAILS

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### 8. LIMITATIONS

- WIEMSHG is a **volunteer organization**; 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
- 

### 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 7

## US 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 honors are not available to active-duty deaths of EMS providers.

### **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.

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.'

# WISCONSIN EMS HONOR GUARD DRILL MANUAL

---

## **Folding the United States of America flag:**

1. To begin, with one person at either end, hold the flag waist high so that its surface is parallel to the ground,



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, now 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. (It is easier if the person folding the flag takes one step forward before starting to fold the flag.) 8.



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



6. Continue the triangular folding 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. If a hem protrudes beyond the blue field, it should be neatly tucked inside the folds of the flag so that it does not show. The folded flag is then presented to the next of kin.



## POLICY 8

# LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



### WISCONSIN EMS HONOR GUARD ASSOCIATION, INC.

---

#### 1. PURPOSE

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**
- 

#### 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 take precedence** in all decisions
  - 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
- 

##### B. Agency SOP Development

Agencies shall maintain written procedures for:

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

##### C. Resource Readiness

## POLICY 8

# LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



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

---

#### 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

## POLICY 8

# LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



- Coordinate childcare, meals, and logistics
  - Support benefit applications
  - Maintain long-term contact
- 

### 7. INVESTIGATION PROTOCOLS

- Law enforcement leads 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
- 

#### 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)

## **POLICY 8**

# **LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING**

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



- 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

## POLICY 8

# LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



4. Honors (bell, Taps, volley if applicable)
5. Flag folding and presentation
6. Final dismissal

---

### 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

## POLICY 8

# LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



---

### 18. UNIFORM AND CEREMONIAL STANDARDS

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

## 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.”

## POLICY 8

# LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



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### 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.”

---

#### Optional Closing

“End of watch: [Date].”

---

### 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.”

---

#### Optional Personalization

Add:

- Years of service
- Agency name
- Personal note

---

### 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 initiated as the casket approaches

## **POLICY 8**

### **LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING**

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



- Salute held until the casket passes
- 

#### **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.”
- 

#### **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.”

## POLICY 8

### LINE OF DUTY DEATH (LODD) & SERIOUS INJURY PLANING

LODD Operations, Funeral, Bell Ceremony, Flag Presentations, Scripts, and more



- “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



# COMPREHENSIVE EMS FUNERAL PLANNING GUIDE

For Directors and Chiefs Managing Line-of-Duty  
Deaths and Serious Incidents

## Prepared for Emergency Medical Services Leadership

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*"The measure of our professionalism is not only in how we serve the living, but in how we honor the fallen and care for those they leave behind."*

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## IMPORTANT NOTICE

This guide addresses one of the most difficult responsibilities you will ever face as an EMS leader: managing the death or critical injury of one of your team members. While we hope you never need to use this manual, having it prepared and readily accessible is an essential part of your duty to your personnel and their families.

**This is not morbid preparation—this is professional responsibility.**

Every agency, regardless of size, should have a plan in place before tragedy strikes. In the chaos and grief that follows a line-of-duty death, this guide will provide the structure and guidance you need to honor your fallen responder with dignity while supporting their family and your grieving team.

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## INTRODUCTION: WHY THIS GUIDE EXISTS

### The Reality We Face

Emergency Medical Services personnel face danger every day. Vehicle collisions, violent patients, infectious diseases, cardiac events, and the cumulative stress of our profession all pose real threats to our people. While we work tirelessly to prevent line-of-duty deaths and injuries, we must also be prepared to respond with professionalism, compassion, and dignity when tragedy strikes.

This guide exists because **preparation is not pessimism—it is leadership.**

When you lose a member of your EMS family, you will be thrust into an overwhelming situation while dealing with your own grief. You will need to support a devastated family, manage a grieving agency, coordinate with multiple outside organizations, handle intense media attention, navigate complex benefit systems, and plan a funeral that honors your fallen responder—all while maintaining operational readiness for your community.

Without preparation, critical mistakes will be made. Families will feel abandoned. Important benefits may be missed. Your personnel will suffer without adequate support. The memory of your fallen colleague may not receive the honor it deserves.

**With preparation, you can transform tragedy into tribute.**

### What This Guide Provides

This comprehensive manual provides:

- **Step-by-step procedures** for every phase from initial incident through long-term family support
- **Specific language guidance** for the most difficult conversations you'll ever have
- **Role definitions and assignments** so everyone knows their responsibilities
- **Templates and samples** you can adapt to your agency's needs
- **Checklists** to ensure nothing is forgotten during chaos and grief
- **Resource directories** connecting you to expert assistance
- **Compassionate guidance** that honors both the fallen and the living

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## How to Use This Manual

### **Before an incident:**

1. Read this guide thoroughly
2. Adapt templates and procedures to your agency
3. Develop your Standard Operating Procedures
4. Collect personal information packets from all personnel
5. Identify and train key role holders
6. Establish relationships with support resources
7. Review and update annually

### **During an incident:**

1. Keep this guide immediately accessible
2. Follow the Quick Reference Timeline (next page)
3. Assign roles using the role cards in Section 7
4. Use checklists to track completion of critical tasks
5. Refer to specific sections as needed
6. Adapt procedures to family wishes and circumstances

### **After an incident:**

1. Conduct after-action review
2. Update procedures based on lessons learned
3. Continue long-term family support protocols
4. Provide ongoing support to agency members
5. Share knowledge with other agencies

## A Note on Family-Centered Approach

Throughout this guide, you will see repeated emphasis on **respecting family wishes above tradition or agency preference**. This is intentional and critical.

The funeral is not for the agency—it is for the family. While we hold traditions and protocols dear, the family's religious beliefs, cultural practices, and personal preferences must take precedence. Our role is to support, assist, and honor—not to dictate or impose.

A family that feels heard, respected, and supported will have a healthier grief journey and a lasting positive relationship with your agency. A family that feels pressured or overridden will carry resentment alongside their grief.

**Always ask. Always listen. Always respect.**

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## Acknowledgments

This guide draws upon the experience and expertise of:

- Wisconsin EMS Honor Guard Association
- National EMS Memorial Service (NEMSMS)
- Public Safety Officers' Benefits (PSOB) Program
- International Association of Fire Chiefs
- National Fallen Firefighters Foundation
- Critical Incident Stress Management (CISM) professionals
- EMS agencies across the nation that have walked this difficult path

We honor their service and their willingness to share hard-won knowledge so that others may better serve grieving families and agencies.

---

## HOW TO USE THIS MANUAL

### Quick Navigation System

This manual is organized chronologically, following the typical sequence of events from pre-incident planning through long-term support. However, in a crisis, you may need to jump directly to specific information.


#### **Use these navigation tools:**

**Section Headers:** Each major section begins with:

- **Purpose:** Why this section matters
- **Key Personnel:** Who needs this information
- **Timeline:** When these actions typically occur
- **Critical Considerations:** What you cannot forget

**Checklists:** Look for  checkbox symbols for actionable items

**Warning Boxes:** Critical information appears in bordered boxes like this:

 **CRITICAL:** This action must be completed before proceeding.

**Sample Language:** Italicized text in quotes provides exact wording you can use

**Cross-References:** Related information is noted as "See Section X.X"

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## Customization for Your Agency

This guide provides comprehensive procedures that should be adapted to your agency's:

- Size and structure
- Geographic location
- Available resources
- Community characteristics
- Religious and cultural demographics
- Existing mutual aid agreements
- State and local regulations

**Action Item:** As you read, highlight or note sections that need customization for your agency. Assign someone to create your agency-specific version.

## Digital vs. Printed Versions

### Maintain both:

- **Digital version:** Easy to update, search, and share; accessible from multiple locations
- **Printed version:** Available when technology fails; can be grabbed quickly; works in any environment

### Storage locations:

- Director/Chief's office (printed and digital)
- Command vehicle (printed)
- Station offices (digital access)
- Key personnel's personal devices (digital)
- Secure cloud storage (digital backup)

## Training and Familiarization

### Do not wait for a tragedy to read this guide.

Conduct annual training that includes:

- Tabletop exercises walking through scenarios
- Role assignment and familiarization
- Review of updated contact information
- Practice with notification procedures
- Coordination with external partners

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Consider inviting Wisconsin EMS Honor Guard or experienced agencies to assist with training.

## Updates and Revisions

This guide should be reviewed and updated:

- **Annually** (minimum)
- After any line-of-duty death or near-miss
- When key personnel change
- When contact information changes
- When laws or benefit programs change
- When new resources become available

Assign a specific person the responsibility for maintaining this manual.

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# QUICK REFERENCE TIMELINE: FIRST 72 HOURS

This timeline provides a high-level overview of critical actions in the first three days following a line-of-duty death. Detailed procedures for each action are found in the corresponding sections.

## HOOR 0-1: IMMEDIATE RESPONSE

### **Incident Scene:**

- Establish radio discipline—limit transmissions
- Secure the scene for investigation
- Request law enforcement if not already present
- Preserve all evidence (equipment, vehicles, medications, records)
- Identify witnesses and separate statements
- Photograph/document the scene before disturbing
- Control access—family should not arrive at the active scene

### **Command Actions:**

- Agency Director/Chief notified immediately
- Establish a command post away from the scene
- Activate notification team
- Contact Wisconsin EMS Honor Guard
- Notify medical examiner/coroner
- Begin incident documentation

### **Communications:**

- Implement strict information control
- No names on radio or to media
- Notify dispatch of communication protocols
- Prepare holding statement for media

*See Section 2: Initial Incident Response*

---

## HOURS 1-4: NOTIFICATION PHASE

### **Family Notification:**

- Locate next of kin (use personal information packet)
- Assemble notification team (2-3 people minimum)
- Conduct in-person notification at a private location
- Never notify by phone unless absolutely unavoidable
- Assign Family Liaison Officer for 24/7 support
- Arrange family transportation to the hospital if needed

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- Provide private space at the hospital
- Facilitate viewing if family desires

**Agency Notification:**

- Notify all on-duty personnel in person
- Call all off-duty personnel individually
- Use prepared script to ensure consistency
- Emphasize no social media posting
- Announce station briefing time
- Activate the CISM team

**External Notifications:**

- Notify neighboring agencies (after family notification)
- Notify state EMS office
- Notify union/association representatives
- Notify insurance carriers
- Notify workers' compensation

*See Section 3: Family Notification Protocol*

*See Section 4: Agency Member Notification*

---

## HOURS 4-12: INITIAL SUPPORT & COORDINATION

**Family Support:**

- Family Liaison Officer remains with the family
- Arrange lodging if family is from out of town
- Coordinate meals for family
- Arrange childcare if needed
- Secure family home from media/visitors
- Begin discussing funeral preferences
- Provide initial information about benefits

**Media Management:**

- Release initial statement (name only after family approval)
- Schedule news conference if appropriate
- Establish media liaison
- Monitor social media
- Prepare press kit with approved information

**Investigation:**

- Law enforcement conducting interviews
- Medical examiner/coroner examination
- Collect all relevant records and documentation

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- Photograph equipment and vehicles
- Secure chain of custody for evidence

**Team Assembly:**

- Assign Funeral Coordinator
- Assign Public Information Officer
- Assign Procession Coordinator
- Assign Church/Ceremony, Coordinator
- Hold initial coordination meeting
- Establish communication protocols

*See Section 5: Media Management*

*See Section 7: Team Structure & Role Assignments*

---

## HOURS 12-24: PLANNING BEGINS

**Funeral Planning:**

- Meet with family about funeral preferences
- Determine service type (I, II, or III)
- Contact the funeral home
- Discuss religious/cultural requirements
- Begin guest list development
- Identify potential speakers/eulogists
- Discuss honor guard participation
- Coordinate with Wisconsin EMS Honor Guard

**Agency Operations:**

- Station briefing for all personnel
- CISM debriefing available
- Adjust staffing to allow funeral attendance
- Begin collecting donations if appropriate
- Establish a memorial fund if desired
- Prepare station for visitors/media

**Benefits Initiation:**

- Contact PSOB program
- Initiate workers' compensation claim
- Contact pension system
- Gather required documentation
- Obtain multiple certified death certificates (order 15-20)

*See Section 9: Funeral Service Planning*

*See Section 13: Survivor Benefits*

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## DAYS 2-3: DETAILED COORDINATION

### **Funeral Coordination:**

- Finalize service date, time, location
- Coordinate with clergy/officiant
- Select music and musicians
- Confirm speakers and prepare remarks
- Design service program
- Arrange for printing of programs
- Coordinate pallbearers
- Plan procession route
- Coordinate law enforcement traffic control
- Arrange reception venue and catering
- Prepare flag for presentation
- Arrange for bagpiper if desired
- Coordinate rifle volley if appropriate

### **Logistics:**

- Reserve church/ceremony venue
- Arrange seating for dignitaries
- Coordinate parking
- Arrange audio/visual equipment
- Plan for overflow crowd if expected
- Coordinate with the cemetery
- Arrange for tent/chairs at graveside
- Plan reception setup

### **Communications:**

- Prepare funeral announcement
- Notify neighboring agencies of funeral details
- Coordinate dignitary attendance
- Prepare media advisory
- Update agency website and social media
- Prepare talking points for personnel

### **Personnel Support:**

- Ongoing CISM availability
- Chaplain visits to stations
- Peer support check-ins
- Uniform preparation assistance
- Transportation arrangements for the funeral

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See Section 10: Funeral & Memorial Service Execution  
See Section 11: Procession & Graveside Ceremonies

---

## DAYS 4-7: FUNERAL WEEK

### **Final Preparations:**

- Conduct a walk-through at the ceremony venue
- Conduct a walk-through at the cemetery
- Brief all participants on roles
- Confirm all vendors and services
- Print programs
- Prepare badge/flag for presentation
- Final coordination meeting 24 hours before service

### **Viewing/Visitation:**

- Honor guard posted if appropriate
- Guest book available
- Agency representatives present
- Family supported and protected
- Media managed appropriately

### **Funeral Service:**

- Execute according to plan
- Support family throughout
- Manage dignitaries and guests
- Coordinate uniformed personnel
- Perform special ceremonies
- Photograph/video for family

### **Procession & Graveside:**

- Coordinate vehicle lineup
- Execute procession with traffic control
- Conduct a graveside ceremony
- Present flag and badge to family
- Final salute and dismissal

### **Reception:**

- Host a meal for family and guests
- Provide space for informal support
- Allow family to rest

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*See Section 10: Funeral & Memorial Service Execution*  
*See Section 11: Procession & Graveside Ceremonies*  
*See Section 12: Post-Funeral Reception*

---

## BEYOND 72 HOURS: ONGOING SUPPORT

The funeral is not the end of your responsibility. Long-term family support and agency healing continue for months and years.

### **Week 2-4:**

- Continue regular family contact
- Assist with benefit applications
- Help with household tasks
- Provide grief resources
- Support agency members
- Plan memorial tributes

### **Months 2-12:**

- Holiday and anniversary support
- Scholarship establishment
- Memorial dedication
- National EMS Memorial Service participation
- Ongoing grief support

*See Section 14: Long-Term Family Support*  
*See Section 15: Agency Support for Grieving Members*

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# CRITICAL FIRST ACTIONS CHECKLIST

**Print this page and keep it immediately accessible.**

When you receive notification of a line-of-duty death or critical injury, take these actions immediately:

## WITHIN FIRST 15 MINUTES:

- Establish radio discipline** - Limit all radio traffic; no names transmitted
- Secure the scene** - Preserve evidence; control access; document everything
- Notify law enforcement** - Request investigation assistance if not already present
- Notify Agency Director/Chief** - The highest-ranking official must be informed immediately
- Activate notification team** - Assemble team to notify family (DO NOT notify family yet)
- Control information** - No information to media or public until family is notified
- Establish command post** - Away from the scene; begin documentation

## WITHIN FIRST HOUR:

- Locate next of kin** - Use personal information packet; verify current address
- Conduct family notification** - In person, with the notification team, at a private location
- Assign Family Liaison Officer** - Dedicated person for 24/7 family support
- Contact Wisconsin EMS Honor Guard** - (715) 781-0763 or [info@wiemshonorguard.org](mailto:info@wiemshonorguard.org)
- Notify medical examiner/coroner** - Required for investigation
- Begin agency notifications** - After the family is notified, use the prepared script
- Activate CISM team** - Arrange support for agency members
- Prepare initial media statement** - Hold until after family notification

## WITHIN FIRST 4 HOURS:

- Assign key roles** - Funeral Coordinator, PIO, Procession Coordinator, etc.
- Hold initial coordination meeting** - All key personnel; establish communication plan
- Release initial public statement** - Only after family approval of name release

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- Begin investigation documentation** - Preserve all evidence and records
- Initiate benefit processes** - Contact PSOB, workers' comp, pension
- Provide family support** - Meals, lodging, childcare, privacy protection
- Station briefing** - Gather all personnel; provide information and support

### **WITHIN FIRST 24 HOURS:**

- Meet with family about funeral** - Discuss preferences, service type, timing
  - Contact funeral home** - Begin coordination
  - Order death certificates** - Request 15-20 certified copies
  - Coordinate with Honor Guard** - Discuss level of involvement
  - Establish memorial fund** - If appropriate and desired
  - Plan ongoing family support** - Assign personnel for continued assistance
- 

### **REMEMBER:**

- Family notification BEFORE any public information
- Preserve ALL evidence and documentation
- Respect family wishes above all else
- Support your people—they are grieving too
- You don't have to do this alone—ask for help

### **EMERGENCY CONTACTS:**

- Wisconsin EMS Honor Guard: (715) 781-0763
  - PSOB Program: 1-888-744-6513
  - National EMS Memorial Service: (703) 321-2500
  - [Add your state EMS office]
  - [Add your CISM team contact]
  - [Add your chaplain contact]
- 

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# SECTION 1: PRE-INCIDENT PLANNING & PREPARATION

**Purpose:** To establish procedures, gather information, and train personnel BEFORE a tragedy occurs, ensuring your agency can respond with professionalism and compassion when faced with a line-of-duty death.

**Key Personnel:** Agency Director/Chief, Administrative Staff, All Personnel

**Timeline:** Ongoing; annual review required

**Critical Considerations:** Pre-planning is not morbid—it is essential leadership. The time to prepare is now, not during a crisis.

---

## 1.1 WHY PRE-PLANNING MATTERS

### The Reality of Unpreparedness

Agencies that have not prepared for a line-of-duty death face:

- **Chaos during crisis:** No one knows their role or responsibilities
- **Critical mistakes:** Important notifications missed; evidence lost; family alienated
- **Missed benefits:** Failure to properly document or file claims costs families thousands
- **Poor family support:** The grieving family feels abandoned or pressured
- **Media disasters:** Inappropriate information released; family privacy violated
- **Agency trauma:** Personnel suffer without adequate support systems
- **Dishonored memory:** Funeral lacks dignity and professionalism

### The Power of Preparation

Agencies that have prepared can:

- **Respond immediately** with clear roles and procedures
- **Support the family** with compassion and competence
- **Preserve evidence** for investigation and benefits
- **Manage media** professionally while protecting privacy
- **Coordinate resources** efficiently across multiple agencies
- **Honor the fallen** with dignity and respect
- **Support personnel** through grief and trauma
- **Navigate benefits** successfully, securing financial support for survivors

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**The difference between prepared and unprepared is the difference between honoring your fallen colleague and failing them in their final service.**

## Leadership Responsibility

As an EMS leader, you have a duty to:

1. **Prepare your agency** with plans, procedures, and training
2. **Gather information** needed for rapid response
3. **Establish relationships** with support resources
4. **Train key personnel** in their roles and responsibilities
5. **Review and update** plans annually
6. **Lead by example** in taking this preparation seriously

This is not optional. This is fundamental leadership.

---

## 1.2 PERSONAL INFORMATION PACKETS

### Purpose and Importance

Personal information packets contain critical information needed to:

- Locate and notify next of kin quickly
- Understand family structure and relationships
- Respect religious and cultural preferences
- Contact emergency resources
- Process benefits and claims
- Plan appropriate funeral services

**Without this information, you will waste precious hours searching for basic facts while a family waits in agony for notification.**

### What to Include

Each personnel member should complete a confidential packet containing:

#### **SECTION A: PERSONAL IDENTIFICATION**

- Full legal name (including middle name)
- Date of birth
- Social Security Number
- Driver's license number and state

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- Home address (current)
- Personal cell phone
- Personal email
- Emergency contact phone (non-family)

#### **SECTION B: FAMILY INFORMATION**

- Marital status
- Spouse/partner name and contact information
- Children's names, ages, and locations
- Parents' names and contact information
- Siblings' names and contact information
- Other significant family members
- Estranged family members (important to know)
- Custody arrangements, if applicable

#### **SECTION C: NEXT OF KIN NOTIFICATION**

- Primary next of kin (name, relationship, phone, address)
- Secondary next of kin (if primary unavailable)
- Who should NOT be notified or involved
- Special considerations (health issues, language barriers, etc.)

#### **SECTION D: RELIGIOUS AND CULTURAL PREFERENCES**

- Religious affiliation
- Preferred clergy or spiritual leader (name and contact)
- Church/temple/mosque affiliation
- Cultural traditions to be honored
- Funeral preferences (burial vs. cremation)
- Cemetery preferences or pre-arrangements
- Specific wishes for service

#### **SECTION E: MEDICAL INFORMATION**

- Blood type
- Allergies
- Current medications
- Medical conditions
- Physician name and contact
- Health insurance information

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- Organ donation wishes

## **SECTION F: FINANCIAL AND LEGAL**

- Life insurance policies (company, policy number, beneficiary)
- Pension information
- Bank accounts (for benefit deposits)
- Attorney name and contact
- Will or trust location
- Power of attorney
- Pre-paid funeral arrangements

## **SECTION G: EMPLOYMENT INFORMATION**

- Hire date
- Position/rank
- Certifications and licenses
- Union/association membership
- Previous EMS/public safety employment
- Military service (branch, dates, discharge type)
- Awards and commendations

## **SECTION H: FUNERAL PREFERENCES**

- Desired service type (religious, secular, military honors)
- Burial or cremation preference
- Cemetery preference
- Uniform preferences for burial
- Music preferences
- Specific readings or prayers
- Who should speak at the service
- Charitable donations in place of flowers

## **SECTION I: PERSONAL WISHES**

- Any specific requests for the funeral or memorial
- Messages to family or colleagues
- Special items to be included (photos, mementos)
- Social media wishes (memorial pages, etc.)

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## Collection and Storage

### Collection Process:

1. Provide a blank packet to all personnel (new hires and existing)
2. Explain purpose and importance
3. Allow completion at home for privacy
4. Set deadline for return (30 days for new hires)
5. Collect in a sealed envelope marked "CONFIDENTIAL."
6. Store securely with restricted access

### Storage Requirements:

- Locked file cabinet or safe
- Access limited to Director/Chief and designated backup
- Digital backup stored securely (encrypted)
- Updated annually or when personnel report changes
- Separate from general personnel files
- Clearly labeled for emergency access

### Annual Update Process:

- Distribute update forms each January
- Request return within 30 days
- Follow up with personnel who don't respond
- Update digital and physical copies
- Destroy outdated versions securely

## Template

A complete Personal Information Packet template is provided in **Appendix B**. Customize for your agency and distribute to all personnel.

---

## 1.3 STANDARD OPERATING PROCEDURE DEVELOPMENT

### Why You Need an SOP

A Standard Operating Procedure (SOP) for line-of-duty deaths:

- Provides clear guidance during chaos and grief
- Ensures consistency across incidents
- Defines roles and responsibilities

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- Establishes a chain of command
- Documents your agency's commitment to fallen members
- Protects against liability
- Demonstrates professionalism to accrediting bodies

**Your SOP should be based on this guide but customized for your agency's specific circumstances, resources, and community.**

## SOP Development Process

### **Step 1: Assign Responsibility**

Designate a person or committee to develop the SOP. Include:

- Agency leadership
- Operations personnel
- Administrative staff
- Chaplain or CISM representative
- Union/association representative

### **Step 2: Review This Guide**

Read this entire manual and identify sections applicable to your agency.

### **Step 3: Customize Procedures**

Adapt procedures to your:

- Agency size and structure
- Available resources
- Geographic location
- Community characteristics
- Existing mutual aid agreements
- State and local regulations

### **Step 4: Identify Resources**

Document specific contacts and resources:

- Wisconsin EMS Honor Guard
- Local law enforcement agencies
- Medical examiner/coroner
- CISM team
- Chaplains
- Funeral homes
- Neighboring EMS agencies

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- State EMS office
- Union/association representatives
- Media contacts

### **Step 5: Define Roles**

Clearly specify who fills each role:

- Agency Manager/Director
- Funeral Coordinator
- Family Liaison Officer
- Public Information Officer
- Procession Coordinator
- Church/Ceremony Coordinator
- Backup personnel for each role

### **Step 6: Draft Document**

Create a comprehensive SOP including:

- Purpose and scope
- Definitions
- Roles and responsibilities
- Notification procedures
- Investigation protocols
- Family support procedures
- Funeral planning guidelines
- Media management
- Benefits assistance
- Long-term support
- Appendices with templates and checklists

### **Step 7: Review and Approval**

- Circulate draft for review
- Incorporate feedback
- Legal review if appropriate
- Final approval by the Agency Director/Chief
- Board or commission approval if required

### **Step 8: Distribution and Training**

- Distribute to all personnel

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- Conduct training sessions
- Include in new hire orientation
- Post on agency intranet
- Provide printed copies at key locations

**Step 9: Annual Review**

- Review and update annually
- Update after any line-of-duty death
- Update when personnel or resources change
- Document all revisions

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## SOP Essential Elements Checklist

Your SOP must include:

- Clear statement of purpose and scope
  - Definitions of key terms
  - Activation criteria and authority
  - Chain of command and decision-making
  - Role definitions with specific responsibilities
  - Family notification procedures
  - Agency notification procedures
  - Media management protocols
  - Investigation coordination
  - Evidence preservation requirements
  - Family support procedures
  - Funeral planning guidelines
  - Service type options
  - Honor guard coordination
  - Procession procedures
  - Benefits assistance protocols
  - Long-term family support
  - Agency member support (CISM, counseling)
  - Memorial and commemoration guidelines
  - Contact information for all resources
  - Templates and checklists
  - References to this guide and other resources
- 

## 1.4 TEAM TRAINING AND ROLE ASSIGNMENTS

### Identifying Key Personnel

**Before a tragedy occurs, identify and train personnel for these critical roles:**

#### **Agency Manager/Director**

- Overall incident commander
- Final decision-making authority
- Approves all public communications
- Coordinates with external agencies
- *Primary: [Name] Backup: [Name]*

#### **Funeral Coordinator**

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- Overall funeral logistics management
- Coordinates all teams and resources
- Liaison with Wisconsin EMS Honor Guard
- *Primary: [Name] Backup: [Name]*

#### **Family Liaison Officer**

- 24/7 family support and communication
- Attends all family meetings
- Coordinates family needs and preferences
- *Primary: [Name] Backup: [Name]*

#### **Public Information Officer**

- All media relations and communications
- Press releases and news conferences
- Social media management
- *Primary: [Name] Backup: [Name]*

#### **Procession Coordinator**

- Procession planning and execution
- Law enforcement coordination
- Vehicle staging and route management
- *Primary: [Name] Backup: [Name]*

#### **Church/Ceremony Coordinator**

- Venue coordination and setup
- Ceremony logistics and timing
- Dignitary seating and management
- *Primary: [Name] Backup: [Name]*

#### **Notification Team Members**

- Trained in death notification procedures
- Available for immediate response
- *Members: [Names]*

#### **CISM Team Coordinator**

- Activates critical incident stress support
- Coordinates counseling services

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- Monitors agency member wellbeing
- *Primary: [Name] Backup: [Name]*

### **Benefits Coordinator**

- Assists family with benefit applications
- Gathers required documentation
- Tracks deadlines and requirements
- *Primary: [Name] Backup: [Name]*

### **Training Requirements**

#### **All Personnel Training (Annual):**

- Overview of line-of-duty death procedures
- Personal information packet completion
- Social media and information control
- Grief support resources available
- How to support grieving colleagues

#### **Key Role Holders Training (Annual):**

- Detailed role responsibilities
- Tabletop exercise scenarios
- Coordination and communication protocols
- Resource familiarization
- Notification procedures practice

#### **Notification Team Training (Semi-Annual):**

- Death notification best practices
- What to say and what not to say
- Role-playing scenarios
- Cultural sensitivity
- Trauma response

#### **Leadership Training (Annual):**

- Overall incident management
- Decision-making under stress
- Media relations
- Family support principles

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- Benefits navigation
- Long-term support planning

## Training Methods

### **Tabletop Exercises:**

Present realistic scenarios and walk through response:

- "A paramedic is killed in an ambulance collision. Walk through the first 24 hours."
- "A responder dies of cardiac arrest at home. How do we determine if it's line-of-duty?"
- "Family wants a private funeral with no agency involvement. How do we respect this while still honoring our colleague?"

### **Role-Playing:**

Practice difficult conversations:

- Death notification to spouse
- Media interview requests
- Explaining benefits to the grieving family
- Supporting angry or confused family members

### **Guest Speakers:**

Invite experienced personnel:

- Wisconsin EMS Honor Guard members
- Agencies that have experienced LODD
- PSOB program representatives
- Grief counselors
- Funeral directors

### **Resource Familiarization:**

Visit and establish relationships:

- Local funeral homes
- Cemetery facilities
- Church venues
- Law enforcement agencies
- CISM team members

## Documentation

Maintain training records:

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- Attendance rosters
  - Training materials used
  - Scenarios practiced
  - Evaluations and feedback
  - Lessons learned
  - Updates needed to procedures
- 

## 1.5 RESOURCE IDENTIFICATION AND PARTNERSHIPS

### Essential External Resources

**Establish relationships with these resources BEFORE you need them:**

#### Wisconsin EMS Honor Guard

- Website: [www.wiemshonorguard.org](http://www.wiemshonorguard.org)
- Phone: (715) 781-0763
- Email: [info@wiemshonorguard.org](mailto:info@wiemshonorguard.org)
- Services: Funeral coordination, honor guard, ceremonial support, expertise
- **Action: Contact them now; introduce your agency; discuss their services**

#### National EMS Memorial Service (NEMSMS)

- Website: [www.nemsms.org](http://www.nemsms.org)
- Phone: (703) 321-2500
- Services: National memorial service, family support, fallen provider recognition
- **Action: Familiarize yourself with their programs and annual memorial service**

#### Public Safety Officers' Benefits (PSOB) Program

- Website: [www.psob.gov](http://www.psob.gov)
- Phone: 1-888-744-6513
- Services: Death benefits, disability benefits, education assistance
- **Action: Review eligibility criteria and application procedures**

#### State EMS Office

- [Your state office contact information]
- Services: Regulatory support, resource coordination, state-level assistance
- **Action: Notify them of your planning efforts; ask about state resources**

#### Local Law Enforcement

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- [Your local agencies]
- Services: Investigation, traffic control, procession escort, honor guard
- **Action: Meet with command staff; discuss mutual aid for LODD**

### **Medical Examiner/Coroner**

- [Your jurisdiction contact]
- Services: Death investigation, autopsy, death certificates
- **Action: Understand their procedures and requirements**

### **Funeral Homes**

- [Local funeral homes]
- Services: Body care, funeral planning, ceremony coordination
- **Action: Visit facilities; discuss their experience with public safety funerals**

### **CISM Team**

- [Your regional team contact]
- Services: Critical incident stress debriefing, counseling, peer support
- **Action: Establish activation procedures; meet team members**

### **Chaplains**

- [Your agency or community chaplains]
- Services: Spiritual support, grief counseling, ceremonial participation
- **Action: Identify available chaplains; discuss their role in LODD**

### **Neighboring EMS Agencies**

- [List mutual aid partners]
- Services: Operational coverage, funeral attendance, honor guard participation
- **Action: Discuss mutual aid for LODD situations**

### **Union/Association Representatives**

- [Your organization contacts]
- Services: Member support, benefits assistance, funeral coordination
- **Action: Clarify their role and involvement in LODD**

### **Bagpipers and Musicians**

- [Local resources]
- Services: Ceremonial music for funeral and graveside

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- **Action: Identify available musicians; discuss their experience and fees**

### **Catering Services**

- [Local caterers]
- Services: Reception meals, family meal delivery
- **Action: Discuss their capacity for large events on short notice**

### **Hotels/Lodging**

- [Local accommodations]
- Services: Family and visiting responder lodging
- **Action: Discuss group rates and emergency availability**

## Resource Directory

Create a comprehensive resource directory including:

### **For each resource:**

- Organization/business name
- Primary contact person
- Phone (office, cell, after-hours)
- Email
- Physical address
- Website
- Services provided
- Availability (24/7, business hours, etc.)
- Special considerations or requirements
- Cost information if applicable
- Notes from your initial contact

### **Store this directory:**

- With your SOP
- In your personal information packet files
- On agency shared drive
- In the command vehicle
- With key personnel

### **Update this directory:**

- Annually (minimum)

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- When contact information changes
- After any use of resources
- When new resources are identified

A template for creating your resource directory is provided in **Appendix L**.

## Mutual Aid Agreements

**Establish formal or informal agreements with:**

### **Neighboring EMS Agencies:**

- Operational coverage during the funeral
- Honor guard participation
- Personnel to fill support roles
- Equipment or resource sharing

### **Law Enforcement:**

- Traffic control for procession
- Investigation support
- Honor guard participation
- Security at the funeral, if needed

### **Fire Departments:**

- Honor guard participation
- Ceremonial support (ladder truck flag display)
- Operational coverage
- Reception venue, if applicable

### **Document agreements:**

- What assistance will be provided
  - How to activate the agreement
  - Contact procedures
  - Any costs or reimbursement
  - Review and update schedule
- 

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## 1.6 ANNUAL REVIEW AND UPDATES

### Why Annual Review Matters

Your line-of-duty death plan must be current to be effective. Annual review ensures:

- Contact information is accurate
- Personnel assignments are current
- Procedures reflect best practices
- Resources are still available
- Training is up to date
- Lessons learned are incorporated

### Annual Review Checklist

**Schedule annual review for the same time each year** (suggest January):

#### **Review and update SOP**

- Are procedures still accurate?
- Have regulations or laws changed?
- Are there new best practices to incorporate?
- Do templates and checklists need updating?

#### **Update personal information packets**

- Distribute update forms to all personnel
- Collect and file updated information
- Verify next of kin contact information
- Destroy outdated packets securely

#### **Review role assignments**

- Are the assigned personnel still appropriate?
- Have any key personnel left the agency?
- Do backups need to be designated?
- Update contact information for all role holders

#### **Update resource directory**

- Verify all contact information
- Confirm resources are still available
- Add new resources identified

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- Remove resources no longer available
- Update costs or service information

**Review mutual aid agreements**

- Confirm agreements are still in effect
- Update contact information
- Discuss any changes needed
- Document any new agreements

**Conduct training**

- Schedule annual training for all personnel
- Conduct a tabletop exercise
- Train new personnel in key roles
- Refresh notification team training

**Review benefits information**

- Check for changes to the PSOB program
- Update pension information
- Review workers' compensation procedures
- Update insurance information

**Evaluate and improve**

- Review any incidents or near-misses
- Incorporate lessons learned
- Solicit feedback from personnel
- Identify gaps or weaknesses
- Make improvements to procedures

**Document review**

- Record date of review
- Note all updates made
- Distribute updated materials
- File documentation

## After-Action Review

**If your agency experiences a line-of-duty death, conduct a comprehensive after-action review:**

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**Timing:** 30-90 days after funeral (allow time for initial grief)

**Participants:**

- Agency leadership
- All key role holders
- Family Liaison Officer
- Personnel who participated
- External partners (Honor Guard, law enforcement, etc.)

**Review:**

- What went well?
- What could be improved?
- Were procedures followed?
- Were resources adequate?
- How was family support?
- How was agency member support?
- What would we do differently?
- What should be added to procedures?

**Document:**

- Lessons learned
- Recommended changes
- Action items for improvement
- Timeline for implementation

**Update:**

- Revise SOP based on lessons learned
- Update training materials
- Share lessons with other agencies
- Implement improvements

## Continuous Improvement

Line-of-duty death planning is not a one-time project. It requires ongoing attention and improvement:

- Stay current with best practices
- Learn from other agencies' experiences
- Attend training and conferences

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- Maintain relationships with resources
- Keep information updated
- Train new personnel
- Refine procedures based on experience

**Your commitment to continuous improvement honors the memory of fallen responders and demonstrates your dedication to supporting their families and your agency.**

---

## SECTION 2: INITIAL INCIDENT RESPONSE

**Purpose:** To establish immediate control, preserve evidence, initiate investigation, and begin notification procedures in the critical first hours following a line-of-duty death or critical injury.

**Key Personnel:** Incident Commander, Agency Director/Chief, Notification Team, Public Information Officer

**Timeline:** First 30 minutes to 4 hours

**Critical Considerations:** Actions taken in the first hour will impact the investigation, family notification, media response, and benefits eligibility. Speed and precision are essential.

---

### 2.1 FIRST 30 MINUTES: CRITICAL ACTIONS CHECKLIST

**The first 30 minutes are critical. Follow this checklist precisely:**

#### IMMEDIATE ACTIONS (Minutes 0-5)

**Establish radio discipline**

- Announce: *"All units, limit radio traffic to emergency only."*
- No names transmitted on the radio
- No details of the incident on the radio
- Switch to tactical channel if available
- Notify dispatch of communication restrictions

**Request law enforcement**

- If not already on scene, request immediately
- Specify: *"Line-of-duty death investigation"*

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- Request supervisor/investigator response
- Establish law enforcement as the investigation lead

**Secure the scene**

- Stop all non-essential activity
- Establish perimeter
- Control access—document everyone who enters
- Do NOT allow family members to arrive at the active scene
- Preserve the scene exactly as it is

**Provide patient care if applicable**

- If the responder is critically injured but alive, continue care
- Transport to the appropriate facility
- Notify the receiving hospital of the situation
- Assign personnel to remain with the patient and family

## SCENE MANAGEMENT (Minutes 5-15)

**Preserve ALL evidence**

- Do not move equipment unless necessary
- Do not clean or organize anything
- Photograph the scene before any changes
- Secure all medications, supplies, and equipment
- Impound vehicles involved
- Preserve electronic data (GPS, CAD, monitors, phones)
- Secure all documentation (PCRs, run sheets, logs)

**Identify and separate witnesses**

- List all personnel on scene
- List all civilians who witnessed the incident
- Separate witnesses—no discussion of the incident
- Assign personnel to stay with witnesses
- Collect contact information
- Advise witnesses not to discuss the incident

**Document everything**

- Photograph the scene from multiple angles

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- Video scene, if possible
- Note the exact time of all events
- Document weather, lighting, and road conditions
- Document equipment positions and settings
- Preserve all electronic records

**Control scene access**

- Establish a sign-in log for all who enter the scene
- Limit access to essential personnel only
- Keep media away from the scene
- Prevent the family from arriving at the scene
- Assign personnel to scene security

## COMMAND ACTIONS (Minutes 15-30)

**Notify Agency Director/Chief**

- Immediate phone call (do not text or email)
- Provide brief, factual information
- Do not speculate on the cause
- Advice on actions taken
- Request direction on next steps

**Establish command post**

- Away from the scene (separate location)
- Private space for coordination
- Communications capability
- Begin incident documentation log

**Activate notification team**

- Assemble team to notify family
- Do NOT notify family yet
- Locate next of kin using personal information packet
- Verify current address and contact information
- Plan notification approach

**Contact Wisconsin EMS Honor Guard**

- **WEBSITE:** [www.wiemshonorguard.org](http://www.wiemshonorguard.org) **REPORT A FATALITY** tab report all the information you have available so our duty officer can start the process.

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- Provide basic information
- Request guidance and assistance
- Discuss their level of involvement

**Notify medical examiner/coroner**

- Required for all line-of-duty deaths
- Provide scene location
- Coordinate body removal
- Discuss autopsy requirements
- Request multiple death certificates (15-20)

**Implement information control**

- No information to the media yet
- No names on the radio or to the public
- Instruct all personnel: no social media posts
- Prepare holding statement for media
- Designate Public Information Officer

**Begin investigation coordination**

- Law enforcement leads the investigation
- Agency cooperates fully
- Assign liaison to investigation
- Preserve all records and evidence
- Do not discuss incident details

---

## 2.2 RADIO DISCIPLINE AND COMMUNICATIONS CONTROL

### Why Radio Discipline Matters

**Uncontrolled radio traffic can:**

- Compromise investigation
- Release victim name before family notification
- Provide inaccurate information to media monitoring scanners
- Create confusion and rumors
- Violate family privacy
- Jeopardize benefits claims

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**Strict radio discipline protects the investigation, the family, and your agency.**

## Immediate Radio Procedures

**As soon as line-of-duty death is confirmed:**

- 1. Announce radio discipline:**
  - *"All units, this is [Command]. Effective immediately, limit all radio traffic to emergency traffic only. No names or details of the incident will be transmitted. Switch to tactical channel [X] for incident-related communications. Acknowledge."*
- 2. Switch to tactical or encrypted channel:**
  - Move all incident-related communications off the primary channel
  - Use an encrypted channel if available
  - Limit access to essential personnel only
- 3. Notify dispatch:**
  - Brief the dispatch supervisor on the situation
  - Instruct dispatch on communication restrictions
  - Provide alternate contact method (cell phone)
  - Request dispatch monitor for media inquiries
- 4. Control mobile data terminals (MDTs):**
  - No incident details in CAD notes
  - Use generic codes or phone contact
  - Assume all electronic communications may be public record

## What NOT to Transmit

**Never transmit on the radio:**

- Victim's name
- Specific details of the incident
- Cause of death or injury
- Speculation about what happened
- Family information
- Hospital or morgue location
- Funeral or memorial plans
- Emotional reactions or commentary

## Approved Radio Communications

**Only transmit:**

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- Essential operational information
- Resource requests
- Safety information
- Generic status updates
- *"Contact command by phone for details."*

## Cell Phone and Electronic Communications

### **Remember:**

- Cell phone calls may be recorded
- Text messages are discoverable
- Emails are public records
- Social media is public
- Assume everything may become public

### **Use secure, private communications for:**

- Sensitive information
- Family details
- Investigation information
- Benefit discussions
- Internal coordination

## Media Monitoring

### **Assume media is monitoring:**

- All radio frequencies
- Social media
- Scanner apps and websites
- Public records requests

### **Protect information accordingly.**

---

## 2.3 NOTIFICATION TEAM ASSEMBLY

### Purpose of the Notification Team

The notification team conducts the most critical and difficult task: informing the family of their loved one's death. This team must be:

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- Compassionate and professional
- Trained in death notification
- Able to provide accurate information
- Prepared to support immediate family needs
- Available to remain with family

## Team Composition

**An ideal notification team includes 2-3 people:**

### **Team Leader (Required):**

- Agency Director/Chief, or
- High-ranking officer with authority
- Knows the deceased personally, if possible
- Can answer questions about the incident and benefits

### **Chaplain or Counselor (Strongly Recommended):**

- Agency chaplain
- CISM team member
- Clergy member
- Trained in grief support

### **Peer or Close Colleague (Recommended):**

- Someone who worked closely with the deceased
- Known to family if possible
- Can provide personal support
- May assist with immediate needs

### **Family Liaison Officer (Required):**

- May be part of the initial notification team, or
- Joins the family immediately after notification
- Will remain with family for duration

## Team Assembly Process

### **Immediate actions:**

1. **Identify team members:**
  - Use pre-assigned roles from your SOP
  - Contact team members by phone

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- Brief them on the situation (no details on the radio)
- Establish meeting location
- 2. Gather at command post:**
  - Away from the scene
  - Private location
  - Bring a personal information packet
  - Bring notification checklist
- 3. Brief the team:**
  - Factual information about the incident
  - What is known and unknown
  - Family structure and considerations
  - Notification location and approach
  - Roles during notification
  - What to say and not say
- 4. Prepare materials:**
  - Personal information packet
  - Contact information for resources
  - Information about benefits
  - Agency business cards
  - Tissues, water
- 5. Plan the notification:**
  - Verify next of kin location
  - Plan route and timing
  - Identify backup if family is not home
  - Assign roles during notification
  - Establish communication with command

## Team Member Responsibilities

### Team Leader:

- Delivers the notification
- Provides factual information
- Answers questions
- Coordinates immediate support

### Chaplain/Counselor:

- Provides spiritual/emotional support
- Assists with immediate grief response

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- Offers prayers if appropriate
- Connects family to grief resources

**Peer/Colleague:**

- Provides personal connection
- Shares positive memories if appropriate
- Assists with practical needs
- May stay with family

**Family Liaison Officer:**

- Explains their ongoing role
- Provides contact information
- Begins assessing family needs
- Coordinates immediate support

## Special Considerations

**If the deceased has no immediate family:**

- Notify parents or siblings
- Follow personal information packet guidance
- Consider notifying close friends
- Respect the deceased's wishes if documented

**If family is estranged:**

- Still required to notify legal next of kin
- May need law enforcement assistance
- Be prepared for difficult reactions
- Protect agency personnel

**If family is out of state:**

- Coordinate with local law enforcement in their jurisdiction
- Request they conduct a notification with your team on the phone
- Arrange immediate travel to family if possible
- Provide extensive phone support

**If children are involved:**

- Notify parent/guardian first
- Assist the parent in telling the children

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- Provide age-appropriate resources
  - Consider a child grief counselor
- 

## 2.4 SCENE SECURITY AND EVIDENCE PRESERVATION

### Why Evidence Preservation Matters

#### **Proper evidence preservation is essential for:**

- **Investigation:** Determining cause and circumstances
- **PSOB Benefits:** Required for federal death benefit eligibility
- **Workers' Compensation:** Proving work-relatedness
- **Liability Protection:** Defending against potential claims
- **Family Closure:** Providing answers about what happened
- **Preventing Future Deaths:** Learning from the incident

**Failure to preserve evidence can cost the family hundreds of thousands of dollars in benefits and leave critical questions unanswered.**

### Scene Security Procedures

#### **Establish perimeter:**

- Use barrier tape, cones, or vehicles
- Create inner perimeter (immediate scene)
- Create outer perimeter (larger area)
- Post personnel at access points
- Document everyone who enters

#### **Control access:**

- Essential personnel only inside perimeter
- Sign-in log for all entries
- Escort all visitors
- No media access to the scene
- No family access to the scene (protect them from trauma)

#### **Maintain scene integrity:**

- Do not move anything unless necessary
- Do not clean or organize
- Do not remove equipment

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- Do not discuss the incident at the scene
- Protect from the weather if possible

## Evidence to Preserve

### Physical Evidence:

- All medical equipment used
- Medications and medication packaging
- Oxygen tanks and regulators
- Defibrillator/monitor (preserve data)
- Airway equipment
- IV supplies and fluids
- Bandages and dressings
- Personal protective equipment
- Uniforms and clothing
- Personal effects
- Any weapons or restraints used

### Vehicles:

- Ambulance or response vehicle
- Position and condition
- Damage assessment
- Mechanical condition
- Lights and sirens operational status
- Tire condition
- Brake condition
- Seat belts and restraints
- GPS data
- Event data recorder (black box)
- Dash camera footage
- Do not move the vehicle until the investigation is complete

### Electronic Evidence:

- CAD records and timestamps
- GPS tracking data
- Radio recordings
- Phone records and calls
- Text messages
- Emails
- Monitor data and printouts
- Defibrillator event logs
- Body camera footage
- Dash camera footage

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- Security camera footage
- Social media posts
- Electronic health records

**Documentation:**

- Patient care reports (PCRs)
- Run sheets and logs
- Dispatch records
- Training records
- Certification records
- Personnel files
- Maintenance records
- Inspection records
- Policy and procedure manuals
- Previous incident reports
- Scheduling records
- Time cards

**Scene Documentation:**

- Photographs from multiple angles
- Video of the scene
- Measurements and diagrams
- Weather conditions
- Lighting conditions
- Road conditions
- Witness statements
- Timeline of events

## Photography and Video

**Photograph before moving anything:**

- Overall scene from multiple angles
- Close-ups of all equipment
- Vehicle positions and damage
- Environmental conditions
- Anything unusual or significant

**Video documentation:**

- Walk-through of entire scene
- Narrate what is being shown
- Document conditions and positions

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- Preserve for investigation

#### **Chain of custody:**

- Document who took photos/video
- Date and time stamp
- Secure storage
- Limit access
- Provide copies to investigators

### Equipment Impoundment

#### **Secure all equipment:**

1. Photograph in place
2. Tag with identification
3. Document condition
4. Secure in locked storage
5. Maintain chain of custody
6. Do not use or clean
7. Release only to investigators

#### **Vehicles:**

1. Photograph thoroughly
2. Impound at a secure location
3. Do not drive or move unnecessarily
4. Preserve all data
5. Do not repair or clean
6. Allow investigator inspection

### Electronic Data Preservation

#### **Immediately secure:**

- Download and back up all electronic data
- Preserve original devices
- Do not delete or modify anything
- Secure passwords and access
- Provide copies to investigators
- Maintain originals securely

#### **Critical electronic evidence:**

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- CAD records (request immediate backup)
- GPS tracking (download before overwrite)
- Monitor data (download immediately)
- Radio recordings (request preservation)
- Phone records (request from carrier)
- Video footage (download before overwrite)

## Working with Investigators

### **Law enforcement leads investigation:**

- Cooperate fully
- Provide all requested information
- Do not interfere with the investigation
- Assign agency liaison
- Maintain communication
- Respect the investigation timeline

### **Your role:**

- Preserve evidence
- Provide documentation
- Explain EMS procedures and equipment
- Identify witnesses
- Facilitate access
- Support investigation

### **Do not:**

- Conduct your own investigation
- Remove or alter evidence
- Discuss findings publicly
- Speculate on the cause
- Interfere with investigators

---

## 2.5 INVESTIGATION INITIATION

### Types of Investigations

#### **Multiple investigations may occur simultaneously:**

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**Law Enforcement Investigation:**

- Criminal investigation if applicable
- Traffic crash investigation
- Death investigation
- Evidence collection
- Witness interviews

**Medical Examiner/Coroner Investigation:**

- Cause and manner of death determination
- Autopsy if required
- Toxicology testing
- Death certificate issuance

**OSHA Investigation (if applicable):**

- Workplace safety investigation
- Regulatory compliance review
- Citation potential

**Agency Internal Investigation:**

- Policy compliance review
- Training adequacy assessment
- Equipment function review
- Procedure evaluation

**PSOB Investigation:**

- Line-of-duty death determination
- Benefit eligibility assessment
- Federal review process

**Workers' Compensation Investigation:**

- Work-relatedness determination
- Benefit eligibility
- Claims processing

**Immediate Investigation Actions****Within the first hour:****Version 2.0 revised 4/2/2026**

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**Contact law enforcement**

- Request investigation
- Provide scene access
- Assign agency liaison
- Cooperate fully

**Contact medical examiner/coroner**

- Report death
- Coordinate body removal
- Discuss autopsy
- Request multiple death certificates

**Preserve all evidence**

- Secure scene
- Impound equipment
- Download electronic data
- Photograph everything

**Identify witnesses**

- List all personnel present
- List all civilians present
- Separate witnesses
- Collect contact information

**Begin documentation**

- Timeline of events
- Personnel involved
- Actions taken
- Evidence collected

**Within the first 24 hours:**

**Conduct witness interviews**

- Law enforcement leads
- Agency may participate
- Document statements
- Preserve recordings

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**Collect all records**

- Personnel files
- Training records
- Certification records
- Maintenance records
- Previous incident reports
- Policies and procedures

**Secure electronic evidence**

- CAD records
- GPS data
- Radio recordings
- Video footage
- Monitor data
- Phone records

**Photograph and document**

- Scene documentation
- Equipment documentation
- Vehicle documentation
- Environmental conditions

## Documentation Requirements

**Create comprehensive incident documentation:**

**Incident Log:**

- Chronological timeline of all events
- All personnel involved and their roles
- All notifications made (time, person, method)
- All decisions made and by whom
- All resources requested and deployed
- All communications (internal and external)

**Evidence Log:**

- All evidence collected
- Chain of custody documentation
- Storage location and security

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- Access log for evidence
- Copies provided to investigators

**Witness List:**

- Name and contact information
- Role/position at time of incident
- Statement taken (date, time, by whom)
- Follow-up needed

**Maintain documentation security:**

- Store in a secure location
  - Limit access to authorized personnel
  - Make copies for investigators
  - Preserve originals
  - Prepare for potential litigation
- 

## 2.6 SUPPORT AGENCY COORDINATION

### Immediate Mutual Aid Activation

**Within the first 2 hours, coordinate with support agencies:**

**Neighboring EMS Agencies:**

- Request operational coverage for your service area
- Notify of potential funeral participation needs
- Request honor guard members if available
- Discuss timeline and expected duration of support

**Law Enforcement:**

- Confirm investigation lead agency
- Request traffic control for the funeral procession
- Discuss honor guard participation
- Coordinate security if needed for a high-profile incident

**Fire Departments:**

- Notify of incident
- Request operational coverage if needed
- Discuss ceremonial support (flag display, honor guard)
- Coordinate mutual aid for the funeral day

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**Wisconsin EMS Honor Guard:**

- Provide incident details
- Request level of involvement desired
- Discuss family preferences
- Coordinate arrival and lodging if needed

## Coordination Meeting

**Within 24 hours, conduct a coordination meeting with:**

- Agency leadership
- Wisconsin EMS Honor Guard representative
- Law enforcement liaison
- Mutual aid agency representatives
- Funeral Coordinator
- Family Liaison Officer

**Meeting agenda:**

1. Incident overview and current status
  2. Family notification status
  3. Investigation timeline
  4. Operational coverage plan
  5. Funeral planning timeline
  6. Resource needs and commitments
  7. Communication protocols
  8. Next meeting schedule
- 

## 2.7 COMMAND POST ESTABLISHMENT

### Purpose of Command Post

A dedicated command post provides:

- Central coordination location
- Private space for sensitive discussions
- Communications hub
- Documentation center
- Meeting space for coordination

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## Location Selection

### Choose a location that is:

- Away from the incident scene
- Private and secure
- Has communications capability
- Has adequate space for meetings
- Accessible to key personnel
- Can be staffed 24/7 if needed

### Possible locations:

- Agency headquarters conference room
- Fire station meeting room
- Emergency operations center
- Municipal building conference room

## Command Post Setup

### Essential equipment and supplies:

- Phones (landline and cell)
- Computers with internet access
- Printer/copier
- Secure document storage
- Whiteboard or flip charts
- This funeral planning guide
- Personal information packet for deceased
- Contact lists and resource directory
- Incident documentation logs
- Office supplies
- Coffee/water/snacks for staff

### Staffing:

- Assign personnel to the staff command post
- Establish shift schedule for 24/7 coverage
- Designate command post coordinator
- Ensure communications capability at all times

### Security:

- Control access to the command post

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- Sign-in log for all visitors
- Secure sensitive documents
- No media access
- No unauthorized personnel

## Command Post Functions

### **Coordination:**

- Central point for all incident management
- Meeting location for key personnel
- Coordination with external agencies
- Resource tracking and deployment

### **Communications:**

- Incoming calls from family, media, agencies
- Outgoing notifications and updates
- Message center for key personnel
- Information clearinghouse

### **Documentation:**

- Incident log maintenance
- Decision documentation
- Resource tracking
- File storage and organization

### **Planning:**

- Funeral planning coordination
- Timeline development
- Resource allocation
- Problem-solving

---

## SECTION 3: FAMILY NOTIFICATION PROTOCOL

**Purpose:** To deliver the death notification with compassion, dignity, and clarity while providing immediate support and beginning the family support process.

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**Key Personnel:** Notification Team (Agency Director/Chief, Chaplain, Peer/Colleague, Family Liaison Officer)

**Timeline:** Within 2-4 hours of the incident (as soon as possible after confirmation)

**Critical Considerations:** This is the most important interaction you will have with the family. How you deliver this notification will affect the family's grief process and their relationship with your agency forever.

---

## 3.1 THE CRITICAL IMPORTANCE OF PROPER NOTIFICATION

### Why Notification Matters

The death notification is a moment the family will remember for the rest of their lives. They will remember:

- Who told them
- How they were told
- What was said
- How they were treated
- Whether they felt supported

#### **A proper notification:**

- Honors the deceased and their service
- Demonstrates respect for the family
- Establishes trust between family and agency
- Provides foundation for ongoing support
- Begins the healing process with dignity

#### **An improper notification:**

- Traumatizes the family further
- Damages family-agency relationship
- Creates anger and resentment
- Complicates the grief process
- May result in the family refusing agency involvement

### Common Notification Mistakes to Avoid

#### **Never:**

- Notify by phone, text, email, or social media

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- Allow family to learn from media or rumors
- Send junior personnel or strangers
- Notify in public places
- Use euphemisms ("passed away," "lost," "gone")
- Provide excessive details about injuries
- Speculate about cause or blame
- Rush the notification or leave quickly
- Notify without support resources present

**Always:**

- Notify in person
- Use a trained notification team
- Notify in a private location
- Use clear, direct language
- Provide immediate support
- Stay with family
- Answer questions honestly
- Provide ongoing assistance

## 3.2 NOTIFICATION TEAM ASSEMBLY AND TRAINING

### Team Selection Criteria

**Team Leader (Agency Director/Chief or designee):**

- Has the authority to answer questions
- Knew the deceased, if possible
- Trained in death notification
- Can remain calm and compassionate
- Available to stay with family

**Chaplain or Counselor:**

- Trained in grief support
- Comfortable with death and grief
- Can provide spiritual support if desired
- Has resources for ongoing counseling

**Peer or Close Colleague:**

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- Worked closely with the deceased
- Known to family if possible
- Can provide personal connection
- Emotionally stable enough to support family

#### **Family Liaison Officer:**

- Will provide ongoing support
- Available 24/7 for duration
- Organized and compassionate
- Can coordinate resources and assistance

### Pre-Notification Team Briefing

#### **Before approaching the family, the team must:**

1. **Confirm death:** Certain of identity
2. **Gather information:**
  - Deceased's full name
  - Family members' names
  - Address and directions
  - Family structure and relationships
  - Any special considerations (health issues, language barriers)
3. **Review notification protocol:**
  - Who will speak
  - What will be said
  - How to respond to reactions
  - Support resources available
4. **Assign roles:**
  - Team leader delivers notification
  - Chaplain provides spiritual support
  - Peer provides personal connection
  - FLO explains ongoing support role
5. **Prepare emotionally:**
  - This will be difficult
  - Family may react with anger, denial, or collapse
  - Stay calm and compassionate
  - Support each other

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## Training Requirements

**All notification team members must complete training in:**

- Death notification best practices
- Grief response and support
- Cultural and religious sensitivity
- Crisis intervention
- Self-care and stress management

**Annual refresher training should include:**

- Role-playing notification scenarios
  - Reviewing difficult cases
  - Updating protocols
  - Practicing with different family reactions
- 

## 3.3 LOCATION AND PRIVACY

### Locating Next of Kin

**Use the personal information packet to identify:**

- Primary next of kin (spouse, partner, parents)
- Current address and phone number
- Alternate contacts if primary unavailable
- Any special considerations

**If the family cannot be located immediately:**

- Check emergency contact information
- Contact extended family members
- Check with the employer or friends
- Use law enforcement assistance if needed
- **Do not release information publicly until the family is notified**

### Notification Location

**Preferred location: Family's home**

- Private and familiar environment
- Family can react freely

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- Support system may be nearby
- Family doesn't have to travel while in shock

**If the family is not home:**

- Wait for them to return if possible
- Contact them to request they come home (without revealing reason)
- If urgent, locate them at work or another location
- Ensure private space wherever notification occurs

**Never notify:**

- In public places (restaurants, stores, workplaces)
- In front of strangers or crowds
- At the incident scene
- At the hospital (unless family is already there for another reason)
- Over the phone (except in extreme circumstances)

## Creating Private Space

**At family home:**

- Request to come inside
- Ask to sit down in the living room or a private area
- Ensure children are in another room initially (notify parent first)
- Turn off the TV or the radio
- Request privacy from visitors if present

**At other locations:**

- Request a private room or office
- Ensure the door can be closed
- Remove other people from the area
- Minimize distractions and interruptions

---

## 3.4 NOTIFICATION DELIVERY AND LANGUAGE

### The Notification Process

**Step 1: Introduction (30 seconds)**

- Identify yourselves and your roles

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- Confirm you are speaking to the correct person
- Request to sit down
- Establish a serious tone

*"Mrs. Johnson, I'm Chief Smith from County EMS. This is Chaplain Brown and Paramedic Davis, who worked with your husband. May we come in and sit down? We have some very difficult news to share with you."*

### **Step 2: Deliver the Notification (30 seconds)**

- Use clear, direct language
- Say the person is dead (not "passed away" or "lost")
- Use the person's name
- Be brief and clear

*"Mrs. Johnson, I'm very sorry to tell you that your husband, Michael, was killed today in an ambulance accident. He died at the scene. I'm so very sorry."*

### **Step 3: Pause and Allow Reaction (1-2 minutes)**

- Stop talking
- Allow family to react
- Provide physical support if needed (tissues, water, steadying)
- Do not rush or try to "fix" their grief
- Be present and compassionate

### **Step 4: Provide Basic Information (2-3 minutes)**

- Answer immediate questions
- Provide brief, factual information
- Do not speculate or provide excessive detail
- Be honest if you don't know something

*"The accident occurred this morning at approximately 10:30 AM on Highway 41. Michael was responding to an emergency call when another vehicle struck the ambulance. He died immediately and did not suffer. The other crew members were injured but are expected to recover."*

### **Step 5: Explain Immediate Next Steps (2-3 minutes)**

- Explain what will happen next
- Introduce the Family Liaison Officer role
- Provide contact information
- Explain that you will stay with them

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*"We are going to stay with you for as long as you need us today. This is Officer Martinez, your Family Liaison Officer. She will be available to you 24 hours a day to help you with anything you need. We will help you through every step of what comes next."*

## Language Guidelines

### **Use clear, direct language:**

- "Michael is dead" or "Michael was killed."
- Not: "passed away," "lost," "gone to a better place," "expired."

### **Be specific about the cause:**

- "Killed in an ambulance accident."
- "Died of a heart attack."
- "Killed in the line of duty."

### **Avoid euphemisms and clichés:**

- Don't say: "He's in a better place."
- Don't say: "God needed another angel."
- Don't say: "I know how you feel."
- Don't say: "At least he didn't suffer" (even if true)
- Don't say: "You'll get through this."

### **Do say:**

- "I'm so sorry."
- "This is terrible."
- "We are here to support you."
- "Take all the time you need."
- "What can we do to help you right now?"

---

## 3.5 ANSWERING FAMILY QUESTIONS

### Common Questions and How to Answer

#### **"Are you sure it's him?"**

- *"Yes, we are certain. We have confirmed his identity."*
- Explain how identification was made if appropriate
- Do not provide graphic details

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### **"Did he suffer?"**

- Be honest but compassionate
- *"He died very quickly" or "He was unconscious and did not feel pain."*
- If he did suffer: *"The medical team did everything possible to help him."*
- Do not provide graphic medical details

### **"Can I see him?"**

- *"Yes, we will arrange for you to see him when you're ready."*
- Explain the process (medical examiner, funeral home)
- Prepare them if there are visible injuries
- Offer to have someone accompany them

### **"What happened?"**

- Provide factual information you know
- Do not speculate about the cause
- *"The investigation is ongoing, and we will share information as we learn it."*
- Be honest if you don't know the details

### **"Who was driving?" or "Whose fault was it?"**

- *"The investigation will determine what happened."*
- Do not assign blame or speculate
- *"Our focus right now is supporting you and honoring Michael."*

### **"What do I do now?"**

- *"We are going to help you with everything."*
- Explain the Family Liaison Officer role
- Outline immediate next steps
- Reassure them they don't have to make decisions right now

### **"How will I tell the children?"**

- *"We can help you with that."*
- Offer resources for talking to children about death
- Suggest age-appropriate language
- Offer to have a counselor present if desired

## **What Not to Say**

### **Never:**

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- Speculate about cause or blame
- Provide graphic details of injuries
- Discuss investigation details
- Make promises you can't keep
- Minimize their grief
- Compare to other losses
- Rush them to make decisions
- Leave questions unanswered

**If you don't know the answer:**

*"I don't know the answer to that right now, but I will find out and get back to you as soon as possible."*

---

## 3.6 IMMEDIATE SUPPORT AND GRIEF RESPONSE

### Understanding Grief Reactions

**Family members may react with:**

- Shock and disbelief
- Denial ("No, that can't be true")
- Anger ("Why didn't you save him?")
- Bargaining ("Are you sure? Could there be a mistake?")
- Collapse or physical symptoms
- Numbness or no visible reaction
- Hysteria or uncontrolled crying

**All reactions are normal. Your role is to:**

- Remain calm and present
- Validate their feelings
- Provide physical and emotional support
- Not judge or try to "fix" their grief
- Allow them to react however they need to

### Immediate Support Actions

**Physical support:**

- Provide tissues, water, blankets
- Help them to a chair or couch if they collapse

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- Call 911 if a medical emergency (chest pain, difficulty breathing)
- Stay physically present and available

**Emotional support:**

- Listen without interrupting
- Validate their feelings: *"This is terrible. I'm so sorry."*
- Allow silence—don't fill every moment with words
- Offer physical comfort if appropriate (hand on shoulder)
- Reassure them: *"We are here with you."*

**Practical support:**

- Ask: *"Is there someone we can call for you?"*
- Help them contact other family members
- Assist with notifying children if present
- Arrange for someone to stay with them
- Help with immediate needs (pets, medications, etc.)

## Staying with the Family

**Do not leave the family alone immediately after notification.**

**Stay with them until:**

- They have support from family or friends
- They are emotionally stable
- Immediate needs are addressed
- They understand next steps
- Family Liaison Officer is established

**Minimum time: 1-2 hours**

**Often needed: 4-6 hours or longer**

## Calling Additional Family Members

**Assist the family in notifying:**

- Children (help the parent tell them)
- Parents or siblings of the deceased
- Extended family members
- Close friends

**For each notification:**

- Ask family how they want to handle it
- Offer to make calls with them or for them

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- Provide the same compassionate approach
  - Ensure each person has support
- 

## 3.7 VIEWING ARRANGEMENTS AND BODY RELEASE

### Explaining the Process

#### **Family will want to know about seeing their loved one. Explain:**

*"Michael's body is currently with the medical examiner, which is required by law for any unexpected death. The medical examiner will examine to determine the official cause of death. After that, his body will be released to the funeral home of your choice. We will help you arrange to see him at the funeral home when you're ready."*

### Medical Examiner Process

#### **Explain to family:**

- Medical examiner custody is required by law
- Examination (autopsy) may be necessary
- Process typically takes 24-48 hours
- Body will be treated with respect
- Personal effects will be returned
- Death certificates will be issued

#### **Timeline:**

- Body to medical examiner: Immediately
- Examination: Within 24 hours
- Release to funeral home: 24-48 hours
- Viewing possible: 2-3 days after the incident

### Preparing Family for Viewing

#### **If there are visible injuries, prepare the family:**

*"I want you to know that Michael has some visible injuries from the accident. The funeral home will do its best to prepare him, but you may see some bruising or bandaging. We can have someone with you when you see him if that would help."*

#### **Offer:**

- To accompany them to the viewing
- To have a chaplain present

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- To arrange a private viewing time
- To prepare them for what they will see

**If injuries are severe:**

- Discuss with the medical examiner and the funeral home
- Consider closed casket
- Offer alternative ways to say goodbye (hand holding, letter writing)
- Respect the family's wishes while protecting them from trauma

## Personal Effects

**Explain what will happen to personal belongings:**

- Items on the body go to the medical examiner
- Items from vehicle/scene secured by agency
- Items will be returned to the family
- May be needed for investigation temporarily

**Handle with extreme care:**

- Clean if soiled (blood, etc.)
  - Return in a dignified manner
  - Include everything (wallet, rings, watch, etc.)
  - Document what is returned
- 

## 3.8 DOCUMENTATION OF NOTIFICATION

### Required Documentation

**Immediately after notification, document:**

**Notification Details:**

- Date and time of notification
- Location of notification
- Family members present
- Notification team members present
- How the notification was received
- Questions asked and answers provided
- Support provided
- Resources offered

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- Next steps explained

**Family Information:**

- Names and relationships of all family members
- Contact information
- Immediate needs identified
- Support system available
- Special considerations or concerns
- Cultural or religious preferences noted

**Follow-up Plan:**

- Family Liaison Officer assigned
- Next contact scheduled
- Resources provided
- Referrals made
- Ongoing support plan

## Confidentiality

**All notification documentation is confidential:**

- Store securely
  - Limit access to need-to-know personnel
  - Do not share with the media
  - Protect family privacy
  - May be subject to legal discovery
- 

## 3.9 SPECIAL CONSIDERATIONS

### Notifying Children

**If children are present during parent notification:**

1. **Notify the parent first** in private
2. **Help the parent tell the children** at an age-appropriate level
3. **Provide resources** for talking to children about death
4. **Offer a counselor** to assist if desired

**Age-appropriate language:****Version 2.0 revised 4/2/2026**

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**Young children (3-7):**

*"Daddy died. That means his body stopped working, and he can't come back. It's not your fault. We will take care of you."*

**School-age (8-12):**

*"Dad was in a very serious accident today, and he died. The doctors tried to help him, but his injuries were too severe. This is very sad, and it's okay to cry. We're here for you."*

**Teenagers (13+):**

*"I have terrible news. Dad was killed in an accident today while he was working. He died at the scene. I know this is devastating. We're going to get through this together."*

**Key points for children:**

- Use clear language (died, not "lost" or "passed away")
- Reassure it's not their fault
- Explain they will be cared for
- Allow them to ask questions
- Provide ongoing support

## Estranged or Divorced Family

**Challenges:**

- Multiple next of kin with different relationships
- Potential conflict over funeral decisions
- Complicated family dynamics
- Legal custody issues if children are involved

**Approach:**

- Notify legal next of kin first (current spouse or ex-spouse with custody)
- Notify other family members separately
- Remain neutral in family conflicts
- Focus on the deceased's wishes if documented
- Involve legal counsel if necessary
- Protect children from conflict

**If conflict arises:**

- *"Our goal is to honor [name] and support all of you during this difficult time. Let's focus on what [name] would have wanted."*
- Facilitate communication, but don't take sides
- Document all interactions

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- Seek legal guidance if needed

## Language Barriers

### **If the family does not speak English:**

- Use a professional interpreter (not family members)
- Speak slowly and clearly
- Use simple language
- Confirm understanding
- Provide written materials in their language
- Ensure ongoing interpretation for all interactions

### **Interpreter guidelines:**

- Brief interpreter before notification
- The interpreter translates exactly what you say
- Speak directly to family, not interpreter
- Allow time for translation
- Confirm family understands

## Cultural and Religious Considerations

### **Be sensitive to:**

- Religious beliefs about death and the afterlife
- Cultural mourning practices
- Gender roles in notification and support
- Modesty and physical contact preferences
- Funeral and burial customs
- Dietary restrictions

### **Ask family:**

*"Are there any cultural or religious practices that are important to you that we should know about? We want to be respectful of your traditions."*

### **Common considerations:**

- Some cultures prefer same-gender notification team
- Some religions have specific burial timelines
- Some cultures have specific mourning rituals
- Some families prefer large community involvement
- Some prefer private, family-only mourning

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### **Adapt your approach while maintaining:**

- Respectful notification
- Immediate support
- Ongoing assistance
- Dignity and compassion

### **Family with Special Needs**

#### **If a family member has:**

- Cognitive disabilities
- Mental health conditions
- Physical disabilities
- Hearing or vision impairment

#### **Adaptations:**

- Use appropriate communication methods
- Provide extra support and patience
- Involve caregivers or support persons
- Ensure accessibility of all services
- Provide written information in accessible formats
- Connect with specialized support resources

### **Notification in Unusual Circumstances**

#### **If the deceased has no family:**

- Notify closest friend or emergency contact
- Involve the agency as "family" for funeral planning
- Honor the deceased's documented wishes
- Provide full agency support and honors

#### **If family is hostile to the agency:**

- Remain professional and compassionate
- Acknowledge their anger
- Focus on supporting them despite conflict
- Offer resources even if refused
- Document all interactions
- Protect agency personnel from abuse

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**If the incident involves multiple casualties:**

- Notify each family separately
  - Use separate notification teams
  - Coordinate timing if possible
  - Provide individual support to each family
  - Avoid comparing losses
- 

## SECTION 4: AGENCY MEMBER NOTIFICATION

**Purpose:** To inform all agency personnel of the death in a timely, respectful, and controlled manner while preventing misinformation and providing immediate support.

**Key Personnel:** Agency Director/Chief, Shift Supervisors, CISM Team Coordinator

**Timeline:** Immediately after family notification (within 4-6 hours of incident)

**Critical Considerations:** Personnel must learn of the death from agency leadership, not from the media or rumors. Notification must be personal, direct, and accompanied by support resources.

---

### 4.1 INTERNAL COMMUNICATION PROTOCOLS

#### Timing of Agency Notification

**⚠ CRITICAL:** Do not notify agency personnel until AFTER family has been notified.

**Notification sequence:**

1. Family notification (priority)
2. Agency personnel notification (immediately after)
3. Public/media notification (after agency notification)

**Typical timeline:**

- Incident occurs: Hour 0
- Family notified: Hours 2-4
- Agency notified: Hours 4-6
- Public notified: Hours 6-8

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## Communication Methods

**Use multiple methods to ensure all personnel are reached:**

**Primary method: Direct phone calls**

- Personal phone call to each member
- Use prepared script
- Allow for questions and reactions
- Provide support resources

**Secondary methods:**

- Text message (after phone call)
- Email (after phone call)
- In-person notification at stations
- Emergency recall system

**Never use as primary notification:**

- Social media
- Group text
- Email blast
- Radio announcement
- Voicemail

## Information Control

**Before agency notification:**

- Implement strict information control
- No social media posts by anyone
- No discussing incident details
- No speculation about cause
- Monitor for leaks or rumors

**After agency notification:**

- Provide approved information only
- Direct all questions to PIO
- Continue social media restrictions
- Report any misinformation immediately

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## 4.2 NOTIFICATION SEQUENCE AND CALLING ORDER

### Priority Notification Order

#### **Tier 1: Immediate notification (within 30 minutes of family notification)**

- On-duty personnel at all stations
- Shift supervisors and officers
- Personnel who worked closely with the deceased
- Personnel who were on scene or involved in the incident

#### **Tier 2: Urgent notification (within 1-2 hours)**

- Off-duty personnel on current shift roster
- Part-time and per-diem personnel
- Recently retired personnel who remain close to the agency
- Personnel on leave (sick, vacation, etc.)

#### **Tier 3: Standard notification (within 4-6 hours)**

- All other agency personnel
- Volunteer members
- Administrative staff
- Support personnel

### Notification Team Assignments

#### **Assign specific personnel to make calls:**

- Agency Director/Chief: Key personnel and close colleagues
- Shift Supervisors: Their shift personnel
- Officers: Their assigned personnel
- CISM Team: Personnel who may need immediate support

#### **Calling assignments:**

- Divide the personnel roster among callers
- Assign approximately 10-15 calls per person
- Provide a prepared script to all callers
- Brief callers before they begin
- Track who has been notified
- Follow up on anyone not reached

### Tracking Notifications

#### **Create notification tracking log:**

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Name	Phone	Notified By	Time	Method	Reaction	Follow-up Needed
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### Track:

- Who was notified
- When they were notified
- How they were notified (phone, in-person, etc.)
- Who notified them
- Their immediate reaction
- Whether follow-up support is needed
- Anyone not yet reached

## 4.3 PREPARED NOTIFICATION MESSAGE AND SCRIPT

### Notification Script for Phone Calls

#### Use this script for consistency and completeness:

*"[Name], this is [Your Name] from [Agency]. I'm calling with very difficult news. I need you to sit down if you're not already sitting."*

[Pause for them to sit]

*"I'm very sorry to tell you that [Deceased Name] was killed today in [brief description: ambulance accident, heart attack, etc.]. [They] died [at the scene/at the hospital] at approximately [time]. I'm so sorry."*

[Pause for reaction—allow them to respond]

*"I know this is a terrible shock. [Deceased Name] was [brief positive statement: a valued member of our team, an excellent paramedic, etc.]."*

[Answer immediate questions if you can]

*"Here's what I need you to know right now:*

- *[Their] family has been notified and is being supported.*
- *We are planning a full line-of-duty funeral with honors.*
- *Counseling services are available to you immediately through our CISM team.*
- *You do not need to report for duty if you're not emotionally ready.*

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- *We will have a station briefing at [time and location] where we'll provide more information and support.*

*Do you have any immediate questions?"*

[Answer questions]

*"I'm going to give you some important contact information:*

- *CISM Team: [phone number] - available 24/7*
- *My direct line: [phone number]*
- *Station briefing: [time and location]*

*Please do not post anything on social media yet. We will provide guidance on that at the briefing. Is there anything you need right now?"*

[Provide support]

*"I'm so sorry. We'll get through this together. Please call if you need anything."*

## Script Adaptations

### **For personnel who were on scene:**

*"I know you were there, and this is especially difficult for you. Please know that you did everything possible. We have counselors available specifically for you. Please call the CISM team right away at [number]."*

### **For close friends of the deceased:**

*"I know you and [Name] were close friends. This is a terrible loss. Please take care of yourself and reach out for support. We're here for you."*

### **For personnel on vacation or leave:**

*"I'm sorry to interrupt your [vacation/leave], but I needed to tell you personally. You don't need to return immediately unless you want to. We'll keep you informed of all arrangements."*

## Key Message Points

### **Every notification must include:**

1. Clear statement that the person is dead (not "passed away")
2. Brief description of what happened
3. Confirmation family has been notified
4. Availability of counseling services
5. Information about station briefing
6. Contact information for support

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7. Guidance on social media
  8. Offer of immediate assistance
- 

## 4.4 MANAGING RUMORS AND MISINFORMATION

### Preventing Rumors

#### **Before official notification:**

- Strict information control at the scene
- Radio discipline
- No social media by anyone
- Limit who knows the details
- Rapid notification process

#### **During the notification process:**

- Consistent message to all personnel
- Clear facts, no speculation
- Address rumors directly
- Provide approved information only

### Addressing Rumors

#### **If rumors are circulating:**

1. **Identify the rumor:** What is being said?
2. **Determine source:** Where did it start?
3. **Assess accuracy:** Is any part true?
4. **Correct immediately:** Provide accurate information
5. **Address directly:** Don't ignore or hope it goes away

#### **Sample statement addressing rumor:**

*"I'm aware that there is information circulating about [rumor]. Here are the facts: [accurate information]. Please disregard any other information and direct questions to [PIO/supervisor]."*

### Social Media Management

#### **Agency policy during LODD:**

- No social media posts by personnel until authorized
- No photos from the scene or the incident

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- No speculation or commentary
- No sharing of media reports
- Report any violations immediately

**Approved social media:**

- Official agency statement (PIO only)
- Approved memorial posts (PIO only)
- Sharing of official agency posts (after authorization)

**Monitor social media:**

- Assign personnel to monitor platforms
- Identify misinformation
- Correct errors
- Report inappropriate posts
- Document violations

## Controlling Information Flow

**Designate a single source of information:**

- Public Information Officer for external
- Agency Director/Chief for internal
- All questions directed to these sources
- Consistent messaging across all channels

**Information to control:**

- Deceased's name (until family notified)
- Incident details and cause
- Investigation information
- Family information
- Funeral arrangements (until finalized)

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## 4.5 STATION BRIEFINGS AND SUPPORT

### Purpose of Station Briefings

Station briefings provide:

- Official information to all personnel

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- Opportunity for collective grieving
- Access to support resources
- Guidance on next steps
- Sense of unity and support

## Briefing Logistics

### Schedule briefings:

- Within 6-12 hours of the incident
- Multiple sessions to accommodate shifts
- Mandatory attendance if possible
- At each station or central location

### Briefing setup:

- Private space away from the public
- Comfortable seating
- Tissues available
- Water and coffee
- CISM team present
- Chaplain present if available

### Attendees:

- All agency personnel
- CISM team members
- Chaplain
- Agency leadership
- Union/association representatives
- Neighboring agency representatives, if appropriate

## Briefing Agenda

### 1. Opening (5 minutes)

- Agency Director/Chief opens briefing
- Acknowledge the loss
- Set tone of support and unity

*"Thank you all for being here. We are gathered because we have lost one of our own. [Name] was killed yesterday in [incident]. This is a tragedy for [their] family, for our agency, and for our community. We are here to support each other and to honor [Name]'s service."*

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## **2. Incident Information (10 minutes)**

- Factual account of what happened
- Timeline of events
- Current status of investigation
- What is known and what is not yet known
- No speculation or blame

*"Here's what we know: [factual information]. The investigation is ongoing, and we will share more information as it becomes available. Please do not speculate about cause or blame. Let the investigation proceed."*

## **3. Family Status (5 minutes)**

- Family has been notified and is being supported
- Family Liaison Officer assigned
- Family's immediate needs are being addressed
- Respect the family's privacy

*"[Name]'s family has been notified and is being supported by our Family Liaison Officer. They are devastated, as you can imagine. Please respect their privacy during this time. Do not contact them directly unless invited. We will coordinate any agency contact with the family."*

## **4. Funeral Arrangements (5 minutes)**

- Preliminary funeral plans
- Expected timeline
- Agency involvement
- How personnel can participate
- More details to follow

*"We are working with the family to plan a funeral with full honors. The service will likely be [day/date] at [location]. We will provide more details as they are finalized. All personnel are encouraged to attend if possible. We will arrange shift coverage."*

## **5. Support Resources (10 minutes)**

- CISM team introduction and availability
- Chaplain services
- Counseling resources
- Peer support
- How to access help

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*"We have counselors here today and available 24/7. Please use these resources. Grief is normal, and seeking help is a sign of strength, not weakness. Here's how to access support: [contact information]."*

## **6. Operational Information (5 minutes)**

- Shift coverage and staffing
- Time off policy for grieving personnel
- Funeral attendance arrangements
- Operational status

*"We will continue to serve our community while supporting each other. If you need time off, please speak with your supervisor. We will arrange coverage. If you're not emotionally ready to work, please don't. Your well-being is our priority."*

## **7. Media and Communications (5 minutes)**

- Media policy
- Social media guidance
- Who speaks for the agency
- Protecting family privacy

*"All media inquiries must go through our PIO. Do not speak to the media. Do not post on social media about the incident. Protect [Name]'s family from unwanted attention. We will provide approved information through official channels."*

## **8. Questions and Discussion (15 minutes)**

- Open floor for questions
- Allow personnel to share feelings
- Provide honest answers
- Acknowledge emotions

## **9. Closing (5 minutes)**

- Reiterate support available
- Provide contact information
- Moment of silence for the deceased
- Dismiss with support

*"We will get through this together. [Name] served with honor, and we will honor [their] memory. Please take care of yourselves and each other. Let's have a moment of silence for [Name]."*

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## Follow-up Briefings

### **Schedule additional briefings:**

- Daily updates during the first week
- Before and after the funeral
- After the investigation findings were released
- As needed based on personnel needs

### **Ongoing communication:**

- Email updates
  - Shift briefings
  - Posted information at stations
  - Regular check-ins with personnel
- 

## 4.6 DOCUMENTATION OF AGENCY NOTIFICATIONS

### Required Documentation

#### **Track all agency notifications:**

##### **Notification Log:**

- Complete list of all personnel
- Date and time each was notified
- Method of notification
- Who notified them
- Their immediate reaction
- Support resources provided
- Follow-up needed

##### **Briefing Documentation:**

- Date, time, and location of each briefing
- Attendance roster
- Information provided
- Questions asked and answered
- Resources distributed
- Follow-up scheduled

##### **Support Services Documentation:**

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- CISM activations and services provided
- Counseling referrals made
- Personnel on leave for grief
- Ongoing support provided

## Confidentiality

### **Protect personnel privacy:**

- Individual reactions are confidential
- Counseling services are confidential
- Do not share personnel information with the media
- Limit access to documentation
- Maintain secure storage

## After-Action Review

### **After the incident, review the notification process:**

- What worked well?
- What could be improved?
- Were all personnel notified promptly?
- Was the information accurate and consistent?
- Were support resources adequate?
- What changes should be made to the protocol?

### **Update procedures based on lessons learned.**

---

# SECTION 5: MEDIA MANAGEMENT & PUBLIC INFORMATION

**Purpose:** To provide accurate public information while protecting family privacy, maintaining investigation integrity, and honoring the deceased with dignity.

**Key Personnel:** Public Information Officer, Agency Director/Chief

**Timeline:** Begins immediately after family notification; continues through funeral and beyond

**Critical Considerations:** Media interest will be intense. Proper media management protects the family, supports the investigation, and honors the deceased's service.

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## 5.1 MEDIA RELATIONS STRATEGY

### Understanding Media Interest

#### **Line-of-duty deaths generate significant media attention because:**

- Public safety deaths are newsworthy
- Community wants information
- The media has a job to inform the public
- Social media amplifies interest
- National media may be involved

#### **Media will seek:**

- Deceased's name and photo
- Details of the incident
- Cause of death
- Family information
- Agency response
- Funeral arrangements
- Interviews with family, colleagues, witnesses

### Media Management Goals

#### **Your media strategy must:**

1. **Protect family privacy** - Shield family from unwanted attention
2. **Support investigation** - Don't compromise evidence or findings
3. **Honor the deceased** - Respectful, dignified coverage
4. **Inform public** - Provide accurate, timely information
5. **Maintain agency reputation** - Professional, transparent communication

### Media Relations Principles

#### **Be:**

- **Timely:** Provide information as soon as appropriate
- **Accurate:** Only share confirmed facts
- **Consistent:** Same message across all channels
- **Compassionate:** Respectful tone in all communications
- **Transparent:** Honest about what you can and cannot share

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## Don't:

- Speculate about cause or blame
  - Release information before family notification
  - Provide graphic details
  - Discuss investigation details
  - Allow media to harass family
- 

## 5.2 PRESS RELEASE TEMPLATES

### Initial Press Release (Immediately After Family Notification)

#### FOR IMMEDIATE RELEASE

**Contact:** [PIO Name]

[Agency Name]

[Phone Number]

[Email]

#### **[AGENCY] MOURNS LOSS OF [POSITION] IN LINE-OF-DUTY DEATH**

[CITY, STATE] – [Date] – [Agency Name] announces with deep sorrow the line-of-duty death of [Full Name], [age], a [position/rank] with [number] years of service.

[Name] died [date] at approximately [time] [brief description of incident: in an ambulance accident, of a medical emergency, etc.]. [They] were [on duty/responding to a call/etc] at the time.

"We are devastated by the loss of [Name]," said [Agency Director/Chief Name]. "[They] were dedicated [position] holders who served our community with honor and distinction. Our thoughts and prayers are with [their] family, friends, and colleagues during this incredibly difficult time."

[Name] joined [Agency] in [year] and served in [positions held]. [They] are survived by [basic family information if family approves: spouse, children, etc.].

The incident is under investigation by [investigating agency]. No further details are available at this time.

Funeral arrangements are pending and will be announced when finalized. The agency is coordinating with the family to plan a service with full honors.

Counseling services have been made available to agency personnel and the family.

The agency requests privacy for the family during this difficult time.

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Further information will be released as it becomes available.

## Follow-up Press Release (Funeral Arrangements)

### **FOR IMMEDIATE RELEASE**

**Contact:** [PIO Name]

[Agency Name]

[Phone Number]

[Email]

### **FUNERAL SERVICES ANNOUNCED FOR [NAME]**

[CITY, STATE] – [Date] – [Agency Name] announces funeral services for [Full Name], who died in the line of duty on [date].

#### **VISITATION:**

[Day, Date]

[Time]

[Location]

[Address]

#### **FUNERAL SERVICE:**

[Day, Date]

[Time]

[Location]

[Address]

#### **INTERMENT:**

[Cemetery Name]

[Address]

[Private/Public]

The funeral will be conducted with full [EMS/public safety] honors, including [honor guard, flag presentation, etc.].

The procession will travel from [location] to [location] via [route]. The public is invited to pay respects along the route.

[If applicable: The service will be livestreamed at [URL] for those unable to attend in person.]

Instead of flowers, the family requests donations to [charity/scholarship fund].

The family thanks the community for the outpouring of support during this difficult time.

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Media covering the funeral are asked to respect the family's privacy and to follow the agency's guidelines.

## Template for Incident Updates

### **FOR IMMEDIATE RELEASE**

**Contact:** [PIO Name]

[Agency Name]

[Phone Number]

[Email]

### **UPDATE: INVESTIGATION INTO LINE-OF-DUTY DEATH OF [NAME]**

[CITY, STATE] – [Date] – [Agency Name] provides the following update regarding the line-of-duty death of [Name] on [date].

[Provide factual updates about investigation, findings, or other relevant information]

[If investigation complete: The investigation has determined that [findings]. OR: The investigation is ongoing, and no further information is available at this time.]

[Agency Director/Chief quote about findings or ongoing support for family]

The family continues to be supported by the agency and appreciates the community's continued thoughts and prayers.

[Any additional relevant information]

---

## 5.3 NEWS CONFERENCE PROTOCOLS

### When to Hold a News Conference

#### **Consider a news conference for:**

- Initial announcement (if media interest is high)
- Funeral arrangements announcement
- Investigation findings release
- Significant updates or developments

#### **Don't hold a news conference if:**

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- Information can be provided via a press release
- Family requests no media attention
- Investigation prohibits public discussion
- No new information to share

## News Conference Planning

### Logistics:

- Schedule at least 2 hours after family notification
- Choose a neutral location (agency headquarters, government building)
- Set up podium with agency logo/seal
- Arrange seating for media
- Test audio/visual equipment
- Provide press kits
- Livestream if possible

### Participants:

- Agency Director/Chief (primary speaker)
- Public Information Officer (moderator)
- Investigating agency representative (if appropriate)
- Elected official (if appropriate)
- **Not family members** (protect their privacy)

### Preparation:

- Prepare opening statement
- Anticipate questions and prepare answers
- Decide what information can and cannot be shared
- Brief all participants
- Prepare press kit materials
- Coordinate with investigating agencies

## News Conference Format

### 1. Opening Statement (5 minutes)

- PIO introduces participants
- Agency Director/Chief delivers statement
- Factual information about the incident
- Expression of sympathy for the family
- Acknowledgment of community support

### 2. Questions and Answers (15-20 minutes)

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- PIO moderates
- Take questions from the media
- Answer what you can
- Decline to answer what you can't
- Stay on message

### 3. Closing (2 minutes)

- Thank the media for respectful coverage
- Provide contact information for follow-up
- Announce next update timeline
- Dismiss

## Sample Opening Statement

*"Good [morning/afternoon]. I'm [Name], [Title] of [Agency]. Thank you for being here.*

*It is with profound sadness that I announce the line-of-duty death of [Full Name], a [position] with [Agency]. [Name] died [date] at approximately [time] [brief description of incident].*

*[Name] was [age] years old and had served with [Agency] for [number] years. They were dedicated [position] who served our community with distinction and honor.*

*[Name] is survived by [basic family information if approved]. Our hearts go out to [their] family, friends, and colleagues during this incredibly difficult time.*

*The incident is under investigation by [investigating agency]. We are cooperating fully with the investigation. I cannot provide details about the incident at this time as the investigation is ongoing.*

*We are working with [Name]'s family to plan a funeral service with full honors. Details will be announced as soon as they are finalized.*

*Counseling services have been made available to our personnel and to [Name]'s family.*

*I want to thank the community for the outpouring of support we have already received. [Name] dedicated their life to serving others, and we will honor that service.*

*I'll now take a few questions."*

## Handling Difficult Questions

### **"What caused the death?"**

*"The incident is under investigation. We will share findings when the investigation is complete."*

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**"Was anyone at fault?"**

*"The investigation will determine that. It would be inappropriate to speculate."*

**"Can we interview the family?"**

*"The family has requested privacy during this difficult time. We ask that you respect their wishes."*

**"Were there any safety violations?"**

*"The investigation will examine all aspects of the incident. We are committed to learning from this tragedy."*

**"Can we have photos of the deceased?"**

*"We will provide an official photo. Please do not use photos from social media without family permission."*

**If you don't know the answer:**

*"I don't have that information at this time. I will find out and get back to you."*

**If you can't answer:**

*"I cannot discuss that because [it's part of the investigation/it would violate family privacy/etc.]."*

---

## 5.4 PROTECTING FAMILY PRIVACY

### Family Privacy Rights

**The family has the right to:**

- Grieve privately without media intrusion
- Control their own story and information
- Decline media interviews
- Approve photos and information released
- Be protected from harassment

**Your responsibility:**

- Shield family from unwanted media attention
- Control information about the family
- Prevent media from contacting family directly
- Respect the family's wishes about publicity

### Information to Protect

**Do not release without family permission:**

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- Home address or phone number
- Children's names or information
- Photos beyond official agency photo
- Personal details or history
- Social media accounts
- Workplace information for family members

**Release only with family approval:**

- Deceased's photo (use official agency photo)
- Basic biographical information
- Survivors (spouse, children - first names only)
- Funeral arrangements
- Memorial fund information

## Preventing Media Harassment

**Protect the family from the media by:**

- Assigning Family Liaison Officer to screen calls
- Providing the family with the PIO contact for media requests
- Requesting media respect family privacy
- Monitoring family home for media presence
- Arranging a private entrance at the funeral home
- Controlling access at the funeral service
- Having law enforcement remove trespassing media

**If the media contacts the family directly:**

- Family should refer them to the PIO
- Family should not feel obligated to respond
- Document any harassment
- Take action if the media is intrusive

## Social Media Protection

**Monitor and protect:**

- Deceased's social media accounts
- Family members' social media accounts
- Agency social media mentions
- Photos and videos are being shared

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**Actions:**

- Request the family to secure the deceased's accounts
  - Report inappropriate posts or photos
  - Request removal of private photos
  - Monitor for misinformation
  - Protect family from online harassment
- 

## 5.5 SOCIAL MEDIA MANAGEMENT

### Agency Social Media Policy During LODD

**Immediate actions:**

- Suspend all routine social media posts
- Post official statement after family notification
- Monitor all platforms for mentions
- Respond to misinformation
- Control comments on agency posts

**Approved social media content:**

- Official press releases
- Funeral arrangements
- Memorial tributes (with family approval)
- Community support information
- Photos from funeral (respectful, approved)

**Prohibited social media content:**

- Incident scene photos
- Graphic details
- Speculation about the cause
- Family information without permission
- Personnel reactions or comments
- Anything that compromises the investigation

### Sample Social Media Posts

**Initial Announcement:**

*"It is with profound sadness that we announce the line-of-duty death of [Name], a [position] with [Agency]. [Name] served our community with honor and dedication for [number] years. Our thoughts and prayers are with [their] family, friends, and colleagues. More information will be provided as it becomes available. #NeverForget"*

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**Funeral Arrangements:**

*"Funeral services for [Name] will be held [date] at [time] at [location]. The service will be conducted with full honors. The community is invited to pay respects. Details: [link to press release] #NeverForget."*

**Memorial Tribute:**

*"Today we honor the life and service of [Name]. [They] dedicated [their] life to serving others and will be deeply missed. Thank you to everyone who has supported [Name]'s family and our agency during this difficult time. [Photo] #NeverForget"*

## Monitoring and Response

**Monitor for:**

- Misinformation or rumors
- Inappropriate comments or posts
- Photos or videos from the incident
- Harassment of family or personnel
- Impersonation accounts

**Response protocol:**

- Correct misinformation with facts
- Report inappropriate content to platforms
- Request removal of private photos
- Block or ban abusive users
- Document all issues

## Personnel Social Media Guidance

**Instruct all personnel:**

- Do not post about the incident until authorized
- Do not share photos from the scene
- Do not speculate about the cause
- Do not discuss the investigation
- Do not share family information
- Refer media to PIO
- Be respectful in all posts

**Approved personnel posts:**

- Sharing official agency posts

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- Respectful tributes to the deceased (after the funeral)
  - Expressions of sympathy
  - Support for family
- 

## 5.6 MEDIA MANAGEMENT DURING FUNERAL

### Pre-Funeral Media Coordination

#### **Two weeks before the funeral:**

- Designate media staging area
- Establish media ground rules
- Provide media advisory with logistics
- Arrange media credentials if needed
- Assign media liaison for funeral day

#### **Media Advisory:**

#### **MEDIA ADVISORY**

#### **FUNERAL SERVICE FOR [NAME]**

[Agency Name] will conduct funeral services with full honors for [Name] on [date].

#### **MEDIA COVERAGE GUIDELINES:**

##### **Visitation:**

- Media are welcome to attend the visitation
- Photography allowed in designated areas only
- No interviews with family without their consent
- Respect mourners' privacy

##### **Funeral Service:**

- Media staging area: [location]
- Pool camera inside church: [Yes/No]
- Photography allowed: [specify restrictions]
- No interviews during service
- Remain in designated areas

##### **Procession:**

- Media may photograph the procession from public areas
- Do not block the procession route

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- Do not follow the procession
- Respect traffic control

**Graveside:**

- Media area: [location]
- Photography allowed from the designated area only
- No audio recording of private family moments
- Depart before family

**General Guidelines:**

- Respect the family's privacy at all times
- No interviews with family unless they initiate
- No photography of grieving family members
- Professional, respectful coverage
- Follow directions of agency personnel

**Media Contact:** [PIO Name, Phone, Email]

## Funeral Day Media Management

**Media liaison responsibilities:**

- Greet media at staging area
- Provide press kits
- Enforce media guidelines
- Coordinate pool camera if applicable
- Monitor media compliance
- Address any issues immediately
- Protect family from intrusion

**Press Kit Contents:**

- Funeral program
- Biography of the deceased
- Agency fact sheet
- Photos (approved by family)
- Press releases
- Contact information

## Handling Media Violations

**If the media violates guidelines:**

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1. Approach respectfully but firmly
2. Remind them of the agreed guidelines
3. Request compliance
4. Remove if necessary
5. Document violation
6. Consider banning from future access

**Sample intervention:**

*"Excuse me, you're in a restricted area. Media must remain in the designated staging area. Please move there now, or I'll have to ask you to leave."*

---

## 5.7 HANDLING DIGNITARY AND VIP REQUESTS

### Dignitary Attendance

**Potential dignitaries:**

- Governor or Lieutenant Governor
- U.S. Senators or Representatives
- State legislators
- County executives
- Mayors
- Agency heads (State EMS Director, etc.)
- National EMS leadership

**Dignitary coordination:**

- Confirm attendance
- Coordinate with their staff
- Arrange seating
- Coordinate security if needed
- Prepare remarks if they're speaking
- Brief on family preferences
- Manage media around dignitaries

### VIP Seating and Protocol

**Seating priority:**

1. Family (front rows)
2. Agency personnel
3. Dignitaries and elected officials

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4. Other public safety agencies
5. Community members

**Dignitary seating:**

- Reserved section near the front
- Clearly marked
- Coordinated with their staff
- Security considerations if needed

**Protocol considerations:**

- Introduce dignitaries appropriately
- Coordinate speaking roles
- Manage photo opportunities
- Balance honoring the deceased with political sensitivity

## Managing Political Considerations

**Challenges:**

- Multiple elected officials wanting to speak
- Political tensions or rivalries
- Media attention on politicians vs. the deceased
- Family preferences vs. political expectations

**Guidelines:**

- **Family wishes come first**
- Limit the number of speakers
- Keep remarks brief and focused on the deceased
- Avoid political statements or agendas
- Coordinate all speakers in advance

**If conflict arises:**

*"We appreciate your desire to honor [Name]. The family has requested that we limit the number of speakers to [number]. We hope you understand that our focus is on honoring [Name] and supporting the family."*

## Media and Dignitaries

**Manage media attention on dignitaries:**

- Designate time/place for dignitary statements

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- Keep focus on the deceased, not the politicians
- Prevent media circus at funeral
- Coordinate with dignitary staff

**Sample coordination with dignitary staff:**

*"The Governor is welcome to attend, and we're honored by his presence. We ask that any media availability occur before or after the service, not during. The family has requested that the focus remain on [Name]. We'll provide a designated area for any statements the Governor wishes to make."*

## Declining Unwanted Attention

**If the family prefers low-key service:**

- Politely decline high-profile attendees if appropriate
- Explain the family's wishes
- Offer alternative ways to honor the deceased
- Stand firm on family preferences

*"The family appreciates your desire to attend, but they have requested a small, private service. Perhaps you could send a letter of condolence or donate to the memorial fund in [Name]'s honor."*

---

## SECTION 6: INVESTIGATION & DOCUMENTATION

**Purpose:** To ensure thorough investigation of the incident, proper documentation for benefits and legal purposes, and learning to prevent future deaths.

**Key Personnel:** Agency Director/Chief, Investigation Liaison, Benefits Coordinator

**Timeline:** Begins immediately; continues for weeks to months

**Critical Considerations:** Proper investigation and documentation are essential for PSOB benefits, workers' compensation, legal protection, and the prevention of future tragedies.

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### 6.1 LAW ENFORCEMENT COORDINATION

#### Law Enforcement Role

**Law enforcement leads the investigation for:**

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- Criminal incidents (assault, homicide)
- Traffic accidents
- Suspicious deaths
- Any death requiring criminal investigation

**Your agency's role:**

- Cooperate fully with the investigation
- Provide all requested information
- Assign liaison to investigators
- Preserve evidence
- Do not interfere with the investigation

## Investigation Liaison

**Assign agency liaison to:**

- Serve as a single point of contact with investigators
- Facilitate access to personnel, records, and equipment
- Coordinate interviews and evidence collection
- Receive updates on investigation progress
- Communicate findings to agency leadership
- Protect investigation integrity

**Liaison should be:**

- High-ranking officer with authority
- Knowledgeable about agency operations
- Available throughout the investigation
- Trusted by investigators and the agency

## Providing Information to Investigators

**Investigators will need:**

- Personnel file for deceased
- Training records and certifications
- Medical records and fitness-for-duty evaluations
- Incident reports and documentation
- Equipment maintenance records
- Vehicle maintenance and inspection records
- Policies and procedures
- Witness statements
- Radio recordings and CAD data

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- Video footage
- GPS and electronic data

**Provide promptly and completely:**

- Organize records for easy access
- Make copies (preserve originals)
- Document what was provided
- Respond to additional requests quickly
- Maintain confidentiality

## Personnel Interviews

**Investigators will interview:**

- Personnel on scene
- Witnesses
- Supervisors
- Anyone with relevant information

**Prepare personnel for interviews:**

- Explain the investigation purpose
- Advise to be truthful and complete
- Provide union/association representation if requested
- Offer support before and after the interview
- Do not coach or influence testimony


**Personnel rights:**

- Right to union/association representation
- Right to review statements
- Protection from retaliation
- Confidentiality of statements

---

## 6.2 SCENE INVESTIGATION REQUIREMENTS

### Scene Preservation

 **CRITICAL:** Scene must be preserved exactly as it was at the time of the incident until released by investigators.

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**Scene preservation checklist:**

- Establish perimeter and control access
- Document the scene with photos and video
- Preserve all physical evidence
- Protect from weather and contamination
- Maintain chain of custody
- Do not move or alter anything
- Keep a detailed log of scene access

## Evidence Collection

**Types of evidence:**

- Medical equipment used
- Medications administered
- Patient care reports
- Vehicle components
- Environmental factors
- Witness statements
- Electronic data
- Photos and video

**Evidence handling:**

1. Photograph in place before moving
2. Tag and label each item
3. Document the chain of custody
4. Store securely
5. Preserve for investigation
6. Release only to investigators

## Vehicle Impoundment

**If vehicle involved:**

- Photograph thoroughly before moving
- Impound at a secure location
- Do not drive or operate
- Do not clean or repair
- Preserve all systems and settings
- Download electronic data
- Allow investigator inspection
- Maintain until released

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## Scene Reconstruction

### **Investigators may conduct:**

- Accident reconstruction
- Timeline development
- Witness interviews at the scene
- Re-enactments
- Technical analysis

### **Agency cooperation:**

- Provide access to the scene
  - Provide personnel for re-enactment if needed
  - Answer technical questions
  - Explain EMS procedures and equipment
  - Support investigation needs
- 

## 6.3 AUTOPSY AND MEDICAL EXAMINER PROCESS

### Medical Examiner Authority

#### **The medical examiner has legal authority over the body:**

- Takes custody immediately
- Determines cause and manner of death
- Orders autopsy if necessary
- Issues a death certificate
- Releases body to family

#### **The agency cannot:**

- Refuse medical examiner custody
- Prevent autopsy
- Access body without permission
- Interfere with the examination

### Autopsy Process

#### **Autopsy may be required for:**

- Unexpected deaths

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- Traumatic deaths
- Deaths under investigation
- Unclear cause of death
- Legal requirements

**Autopsy includes:**

- External examination
- Internal examination
- Toxicology testing
- Tissue analysis
- Photography and documentation

**Timeline:**

- Autopsy typically within 24-48 hours
- Preliminary findings within days
- Final report within weeks to months
- Toxicology results may take longer

## Family Concerns About Autopsy

**Family may object to autopsy due to:**

- Religious beliefs
- Emotional distress
- Misunderstanding of process
- Fear of disfigurement

**Address concerns:**

*"I understand this is difficult. The autopsy is required by law to determine the official cause of death. The medical examiner will treat [Name] with respect and dignity. The autopsy will not prevent viewing or an open casket if that's your wish. The information from the autopsy is important for benefits and for preventing future deaths."*

**Religious objections:**

- Explain legal requirements
- Offer to expedite the process
- Connect with a religious leader
- Accommodate religious practices where possible

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## Death Certificates

### **Request multiple certified copies:**

- Minimum 15-20 copies
- Needed for benefits, insurance, and legal matters
- Expensive to obtain later
- Medical examiner issues after autopsy

### **Death certificate information:**

- Legal name
- Date and time of death
- Place of death
- Cause of death
- Manner of death (accident, natural, homicide, etc.)
- Medical examiner signature

### **Uses for death certificates:**

- PSOB application
- Pension benefits
- Workers' compensation
- Life insurance claims
- Social Security
- Property transfers
- Legal proceedings

---

## 6.4 MEDICAL RECORDS AND DOCUMENTATION

### Medical Records to Collect

#### **Gather all medical records related to the incident:**

- Pre-hospital care reports (PCRs)
- Hospital emergency department records
- Trauma center records
- Surgical reports
- Intensive care records
- Physician notes
- Nursing notes

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- Diagnostic test results
- Autopsy report

**Also collect:**

- Deceased's personnel medical file
- Fitness-for-duty evaluations
- Pre-employment physical
- Occupational health records
- Workers' compensation history
- Previous injury reports

## HIPAA and Medical Records Release

**HIPAA protects medical records:**

- Requires authorization for release
- A family or estate representative can authorize
- A subpoena may be required for some records

**Obtain authorization from:**

- Spouse or next of kin
- Estate executor
- Legal representative

**Authorization should specify:**

- What records are requested
- Purpose of request
- Who can receive records
- Time period covered

## Medical Documentation for Benefits

**PSOB requires:**

- Complete medical records from the incident
- Autopsy report
- Death certificate
- Medical examiner findings
- Toxicology results

**Workers' compensation requires:**

- Medical records from the incident

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- Employment medical records
- Causation documentation
- Physician statements

**Pension benefits require:**

- Death certificate
- Medical records if death related to duty
- Disability records, if applicable

## Organizing Medical Records

**Create a comprehensive medical file:**

1. Chronological organization
2. Index of all records
3. Summary of key findings
4. Copies for each benefit application
5. Secure storage of originals

**Medical records coordinator:**

- Assign someone to gather and organize records
- Track what has been received
- Follow up on missing records
- Provide copies as needed
- Maintain confidentiality

---

## 6.5 PSOB DOCUMENTATION REQUIREMENTS

### Public Safety Officers' Benefits Program Overview

**PSOB provides:**

- Death benefit (currently \$370,376, adjusted annually)
- Education assistance for survivors
- Expedited processing for line-of-duty deaths

**Eligibility requirements:**

- Death must be in line of duty
- Must be a public safety officer
- Death must result from injury in line of duty

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- Specific exclusions apply

**Application deadline:**

- Must file within one year of death (can be extended)

**Required Documentation for PSOB**

**Complete application package requires:**

**1. PSOB Claim Form (DOJ Form 1)**

- Completed and signed by authorized agency representative
- Detailed narrative of the incident
- Determination that death was in line of duty

**2. Death Certificate**

- Certified copy
- Shows cause and manner of death

**3. Autopsy Report**

- Complete autopsy report
- Toxicology results
- Medical examiner findings

**4. Medical Records**

- All records from the incident
- Emergency department records
- Hospital records
  
- Physician statements
- Ambulance run reports
- Treatment documentation

**5. Employment Records**

- Personnel file
- Proof of employment status
- Job description
- Training records
- Duty roster showing on-duty status

**6. Incident Documentation**

- Incident reports
- Investigation reports
- Witness statements
- Scene photographs
- Radio logs and CAD records

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## **7. Agency Certification**

- Letter from agency head certifying line-of-duty death
- Agency organizational chart
- Proof of agency's public safety status

## **8. Survivor Information**

- Marriage certificate (if applicable)
- Birth certificates for children
- Proof of dependency
- Social Security numbers for all survivors

## **PSOB Application Process**

### **Step 1: Initial Contact (Within 30 days)**

- Contact PSOB office at (888) 744-6513
- Request claim forms and instructions
- Assign Benefits Coordinator to manage application
- Begin gathering documentation

### **Step 2: Documentation Assembly (30-60 days)**

- Collect all required documents
- Organize chronologically
- Create an index of all materials
- Make copies for agency records
- Review for completeness

### **Step 3: Application Submission (Within 1 year)**

- Complete all forms
- Attach all supporting documentation
- Have the agency head sign the certification
- Submit via certified mail
- Retain proof of mailing
- Keep a complete copy for records

### **Step 4: Follow-up (Ongoing)**

- Respond promptly to requests for additional information
- Track application status
- Maintain contact with PSOB office
- Update family on progress
- Assist with any appeals if necessary

## **PSOB Timeline Expectations**

### **Typical processing timeline:**

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- Application submission: Within 1 year of death
- Initial review: 30-60 days
- Additional information requests: 60-90 days
- Final determination: 6-12 months from submission
- Payment: 30 days after approval

**Expedited processing available for:**

- Clear line-of-duty deaths
- Complete documentation submitted
- No contested issues

## Common PSOB Issues and Solutions

**Issue: Incomplete medical records**

*Solution:* Assign someone to track down all records; obtain authorizations from family; follow up persistently

**Issue: Unclear line-of-duty determination**

*Solution:* Provide a detailed narrative; include witness statements; document all relevant circumstances

**Issue: Toxicology results showing substances**

*Solution:* Provide context (prescribed medications, etc.); obtain physician statements; explain any findings

**Issue: Missing employment documentation**

*Solution:* Reconstruct from payroll, training records, and duty rosters; obtain affidavits if necessary

## PSOB Education Benefits

**In addition to the death benefit, PSOB provides education assistance:**

- Available to surviving children
- Covers tuition and fees
- Up to \$1,200 per month
- Available until age 27
- Requires a separate application

**Education benefit documentation:**

- Proof of enrollment
- Tuition statements
- Birth certificate

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- Relationship to deceased
- Annual renewal application

## PSOB Contact Information

### Public Safety Officers' Benefits Program

Bureau of Justice Assistance  
U.S. Department of Justice  
810 Seventh Street NW  
Washington, DC 20531

**Phone:** (888) 744-6513

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

**Website:** [psob.bja.ojp.gov](http://psob.bja.ojp.gov)

### Assign Benefits Coordinator to:

- Serve as a single point of contact with PSOB
- Track all documentation
- Respond to requests
- Update family regularly
- Ensure timely submission

---

## 6.6 WORKERS' COMPENSATION DOCUMENTATION

### Workers' Compensation Overview

#### Workers' compensation provides:

- Medical expense coverage
- Funeral and burial expenses (typically \$10,000-\$15,000)
- Death benefits to survivors
- Ongoing income replacement for dependents

#### Eligibility requirements:

- Death must arise out of employment
- Death must occur in the course of employment
- Must be a covered employee

#### Wisconsin-specific information:

- Governed by the Wisconsin Workers' Compensation Act
- Administered by Wisconsin Department of Workforce Development

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- Specific benefit schedules apply

## Required Documentation for Workers' Compensation

### Initial claim filing requires:

#### 1. First Report of Injury (Form WKC-12)

- Completed within 7 days of death
- Detailed description of the incident
- Witness information
- Supervisor statement

#### 2. Death Certificate

- Certified copy
- Showing work-related cause

#### 3. Medical Records

- All treatment records
- Autopsy report
- Medical examiner findings
- Physician causation statement

#### 4. Employment Records

- Proof of employment
- Wage records (last 52 weeks)
- Job description
- Personnel file
- Time cards/duty roster


#### 5. Dependent Information

- Marriage certificate
- Birth certificates for children
- Proof of dependency
- Social Security numbers

#### 6. Incident Documentation

- Incident reports
- Investigation findings
- Witness statements
- Scene photographs
- Equipment inspection records

## Workers' Compensation Filing Timeline

 **CRITICAL:** Workers' compensation claims have strict deadlines. File immediately to preserve rights.

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## **Wisconsin deadlines:**

- **First Report of Injury:** Within 7 days of death
- **Claim filing:** Within 12 years (but file immediately)
- **Medical bills:** Within a reasonable time
- **Dependent benefits:** File as soon as possible

## **Filing process:**

### **Week 1:**

- Complete First Report of Injury
- Submit to the insurance carrier
- Notify Wisconsin DWD
- Provide copy to family

### **Weeks 2-4:**

- Gather all medical records
- Collect employment documentation
- Obtain wage records
- Compile incident reports

### **Weeks 4-8:**

- Submit complete claim package
- Respond to carrier requests
- Provide additional documentation
- Track claim status

### **Ongoing:**

- Monitor claim processing
- Assist the family with questions
- Coordinate with other benefits
- Appeal if claim denied

## **Workers' Compensation Benefits Available**

### **Death benefits include:**

#### **Funeral and burial expenses:**

- Maximum \$10,000 in Wisconsin
- Covers funeral home costs
- Burial plot and marker
- Reasonable expenses

### **Dependent benefits:**

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- Surviving spouse: 4 years of wages or remarriage
- Children: Until age 18 (or 26 if a student)
- Dependent parents: If no spouse/children
- Based on the deceased's average weekly wage

**Calculation example:**

*If the deceased earned \$50,000/year (\$961/week), the spouse receives approximately \$640/week for 4 years or until remarriage, plus the children receive benefits until age 18.*

## Coordination with Benefits Coordinator

**Benefits Coordinator responsibilities:**

- File workers' compensation claim
- Track all documentation
- Communicate with the insurance carrier
- Update family on claim status
- Coordinate with other benefits (PSOB, pension)
- Ensure maximum benefits received
- Assist with appeals if necessary

**Avoid benefit offsets:**

- Workers' comp may be reduced if PSOB is received
- Coordinate timing of applications
- Understand how benefits interact
- Maximize total benefits to family

**Document all communications:**

- Claim number and adjuster contact
- All phone calls and emails
- Requests for information
- Decisions and determinations
- Payment records

## Wisconsin Workers' Compensation Contacts

**Wisconsin Department of Workforce Development**

Worker's Compensation Division  
 201 E. Washington Avenue  
 Madison, WI 53703

**Phone:** (608) 266-1340

**Website:** [dwd.wisconsin.gov/wc](http://dwd.wisconsin.gov/wc)

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**Your insurance carrier:**

- Carrier name: \_\_\_\_\_
  - Claim number: \_\_\_\_\_
  - Adjuster name: \_\_\_\_\_
  - Adjuster phone: \_\_\_\_\_
  - Adjuster email: \_\_\_\_\_
- 

## 6.7 AGENCY INTERNAL REVIEW

### Purpose of Internal Review

**Internal review serves to:**

- Identify what happened and why
- Determine if policies were followed
- Identify training or equipment needs
- Prevent future incidents
- Improve agency operations
- Provide closure for personnel

**Internal review is separate from:**

- Criminal investigation (law enforcement)
- Workers' compensation claim
- PSOB application
- Disciplinary proceedings

### Timing of Internal Review

**When to conduct an internal review:**

- **After criminal investigation concludes** (if applicable)
- **After funeral services are complete** (allow time for grieving)
- **Typically 30-60 days after the incident**
- **Before memories fade** (but not rushed)

**Do not conduct an internal review:**

- While a criminal investigation is active
- Immediately after the incident (too raw)
- If it will interfere with legal proceedings
- Without legal counsel review

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## Internal Review Committee

### Assemble review committee:

#### Committee composition:

- Agency Director or Chief (chair)
- Operations officer
- Training officer
- Safety officer
- Union/association representative
- External subject matter expert (if appropriate)

#### The committee should:

- Be objective and fair
- Have necessary expertise
- Be trusted by personnel
- Have authority to make recommendations
- Document findings thoroughly

#### Committee should NOT:

- Assign blame to individuals
- Conduct a witch hunt
- Violate personnel rights
- Compromise legal proceedings

## What Should Be Reviewed

### Comprehensive review includes:

#### 1. Incident Timeline

- Chronological reconstruction of events
- Dispatch information and response
- Actions taken by all personnel
- Decision points and rationale
- Communications throughout the incident

#### 2. Policies and Procedures

- Were SOPs followed?
- Were SOPs adequate?
- Were personnel trained on SOPs?
- Were SOPs accessible and clear?
- Do SOPs need revision?

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### **3. Training and Qualifications**

- Was the deceased properly trained?
- Were certifications current?
- Was continuing education adequate?
- Were skills practiced regularly?
- Are training gaps identified?

### **4. Equipment and Vehicles**

- Was the equipment functioning properly?
- Was equipment maintained per schedule?
- Was appropriate equipment available?
- Were vehicles in safe condition?
- Are equipment upgrades needed?

### **5. Scene and Environmental Factors**

- What were road/weather conditions?
- Were there visibility issues?
- Were there traffic hazards?
- Were there scene safety issues?
- Could conditions have been mitigated?

### **6. Communications**

- Were communications clear and effective?
- Was radio traffic appropriate?
- Were notifications timely?
- Were proper channels used?
- Are communication improvements needed?

### **7. Supervision and Command**

- Was supervision adequate?
- Were command decisions appropriate?
- Was the chain of command followed?
- Were resources properly allocated?
- Could supervision be improved?

### **8. Contributing Factors**

- Fatigue or stress factors?
- Staffing or workload issues?
- Organizational culture factors?
- External pressures or influences?
- Systemic issues identified?

## **Documentation and Findings**

**The review committee should produce:**

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## **1. Factual Summary**

- What happened (chronological narrative)
- Who was involved
- What actions were taken
- What the outcome was

## **2. Analysis**

- Why events occurred as they did
- What factors contributed
- What could have been different
- What worked well

## **3. Findings**

- Policy compliance or violations
- Training adequacy
- Equipment performance
- Supervision effectiveness
- Systemic issues

## **4. Recommendations**

- Policy changes needed
- Training improvements
- Equipment upgrades
- Supervision enhancements
- Organizational changes

### **Report format:**

CONFIDENTIAL INTERNAL REVIEW  
Line-of-Duty Death of [Name]  
[Date of Incident]

EXECUTIVE SUMMARY  
[Brief overview of incident and key findings]

INCIDENT TIMELINE  
[Detailed chronological reconstruction]

ANALYSIS  
[Examination of contributing factors]

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## FINDINGS

[Specific determinations]

## RECOMMENDATIONS

[Actionable improvements]

## CONCLUSION

[Summary and path forward]

### **Report distribution:**

- Agency leadership
- Legal counsel (review before distribution)
- Union/association (if appropriate)
- Training officer (for implementation)
- **NOT public record** (protect from disclosure)
- **NOT to media** (confidential internal document)

## Preventing Future Incidents

### **Implement recommendations:**

#### **Policy Changes:**

- Revise SOPs based on findings
- Develop new policies if needed
- Communicate changes to all personnel
- Train on new procedures
- Monitor compliance

#### **Training Improvements:**

- Address identified training gaps
- Enhance scenario-based training
- Increase frequency of critical skills practice
- Provide specialized training where needed
- Document all training

#### **Equipment Upgrades:**

- Replace or upgrade deficient equipment
- Enhance maintenance programs
- Provide additional safety equipment
- Improve vehicle safety features
- Budget for necessary improvements

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**Organizational Changes:**

- Adjust staffing if needed
- Improve supervision structure
- Enhance safety culture
- Address workload or fatigue issues
- Improve communication systems

**Follow-up:**

- Track implementation of recommendations
- Measure the effectiveness of changes
- Report progress to personnel
- Conduct follow-up review in 6-12 months
- Continue improvement cycle

## Confidentiality and Legal Considerations

⚠ **CRITICAL:** Internal review documents may be subject to legal discovery. Consult legal counsel before conducting a review and releasing findings.

**Protect internal review:**

- Mark all documents "CONFIDENTIAL - ATTORNEY WORK PRODUCT."
- Limit distribution
- Store securely
- Do not release to the media or the public
- Consult an attorney before sharing

**Personnel rights:**

- Right to representation during interviews
- Right to review statements
- Protection from retaliation
- Due process if discipline is considered
- Privacy protections

**Balance transparency with protection:**

- Share general findings with personnel
- Implement improvements openly
- Protect specific details and individuals
- Focus on learning, not blame
- Honor the deceased while improving safety

---

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# SECTION 7: TEAM STRUCTURE & ROLE ASSIGNMENTS

**Purpose:** To establish a clear command structure, assign specific responsibilities, and ensure a coordinated response to line-of-duty death. Proper team structure prevents confusion, ensures nothing is forgotten, and provides comprehensive support to the family and the agency.

---

## 7.1 INCIDENT COMMAND SYSTEM (ICS) STRUCTURE

### Why ICS for Funeral Management

#### ICS provides:

- Clear chain of command
- Defined roles and responsibilities
- Span of control (manageable assignments)
- Unified command with external agencies
- Scalable structure based on incident complexity
- Accountability and documentation

#### Funeral management is an incident:

- Requires coordination of multiple resources
- Involves numerous agencies and organizations
- Has specific objectives and a timeline
- Needs clear command and control
- Benefits from a structured approach

### ICS Structure for LODD Funeral

#### Command Level:

- **Incident Commander:** Agency Director/Chief
- **Unified Command:** May include law enforcement, fire, and other agencies
- **Command Staff:** PIO, Safety Officer, Liaison Officer

#### General Staff:

- **Operations Section:** Funeral Coordinator (manages all funeral operations)
- **Planning Section:** Timeline development, resource tracking
- **Logistics Section:** Supplies, facilities, transportation

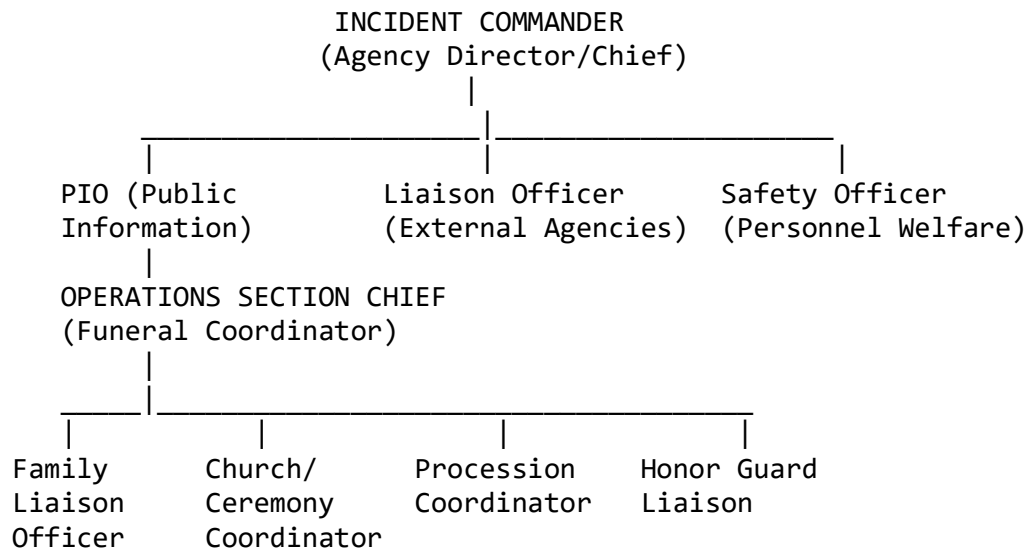
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- **Finance/Administration:** Budget tracking, documentation

**Typical LODD funeral organization:**



**Span of Control**

**Each supervisor should manage:**

- 3-7 direct reports (optimal: 5)
- No more than 7 subordinates
- Delegate when span exceeds capacity
- Create additional positions if needed

**For large funerals:**

- Add deputy positions
- Create task forces for specific functions
- Expand organizational chart
- Maintain clear reporting relationships

**7.2 INCIDENT COMMANDER (AGENCY DIRECTOR/CHIEF)**

**Role and Responsibilities**

**The Incident Commander:**

- Has overall authority and responsibility
- Makes final decisions on all matters

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- Approves all public communications
- Coordinates with external agencies
- Ensures family wishes are honored
- Manages agency resources
- Maintains operational readiness

**Key decisions requiring IC approval:**

- Funeral service type and scope
- Agency participation level
- Public information releases
- Resource allocation
- Budget expenditures
- External agency involvement
- Deviation from standard procedures

**Daily Responsibilities**

**During the incident (first 72 hours):**

- Direct initial response and notifications
- Approve family notification approach
- Authorize public information releases
- Assign key personnel to roles
- Coordinate with investigating agencies
- Brief elected officials and stakeholders
- Ensure operational coverage is maintained

**During planning phase (days 3-7):**

- Meet with family to discuss funeral plans
- Approve funeral service arrangements
- Authorize resource commitments
- Coordinate with external agencies
- Brief personnel on funeral plans
- Ensure all roles are filled
- Review budget and authorize expenditures

**During funeral execution (days 7-14):**

- Attend all funeral events
- Represent the agency at services
- Ensure smooth execution of plans
- Address any issues that arise
- Support family throughout the process

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- Thank participating agencies
- Debrief with team after funeral

**Post-funeral (ongoing):**

- Ensure long-term family support continues
- Monitor benefit applications
- Conduct internal review
- Implement improvements
- Maintain contact with family
- Plan annual memorial observances

## Communication Protocols

**IC communicates with:**

- Family (directly or through Family Liaison Officer)
- Command staff (PIO, Liaison, Safety)
- Operations Section Chief (Funeral Coordinator)
- External agency leadership
- Elected officials
- Media (through PIO)

**IC receives information from:**

- All section chiefs (daily briefings)
- Family Liaison Officer (family updates)
- PIO (media and public sentiment)
- Liaison Officer (external agency coordination)
- Investigators (incident updates)

**IC provides information to:**

- All personnel (through briefings and updates)
  - Family (decisions and plans)
  - External agencies (coordination and requests)
  - Elected officials (status updates)
  - Community (through PIO)
- 

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## 7.3 FUNERAL COORDINATOR (OPERATIONS SECTION CHIEF)

### Role and Responsibilities

#### **The Funeral Coordinator manages all funeral operations:**

- Overall funeral logistics and execution
- Coordination with the funeral home
- Coordination with church/ceremony venue
- Coordination with the cemetery
- Coordination with external agencies (Honor Guard, law enforcement)
- Supervision of all operational personnel
- Timeline development and management
- Problem-solving and contingency planning

**Reports to:** Incident Commander

**Supervises:** Family Liaison Officer, Church/Ceremony Coordinator, Procession Coordinator, Honor Guard Liaison

#### **Ideal qualifications:**

- Senior officer with organizational skills
- Experience with funeral protocols
- Calm under pressure
- Detail-oriented
- Good communicator
- Respected by personnel and community

### Detailed Responsibilities

#### **Pre-funeral planning:**

- Meet with family to understand wishes
- Coordinate with the funeral home on all arrangements
- Reserve church/ceremony venue
- Coordinate with the cemetery for the graveside
- Develop a detailed timeline for all events
- Assign personnel to specific roles
- Coordinate with Wisconsin EMS Honor Guard
- Arrange for law enforcement traffic control
- Plan procession route and logistics
- Coordinate reception venue and catering
- Develop contingency plans for weather, etc.

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- Conduct coordination meetings with all participants
- Create detailed run sheets for each event

**Funeral execution:**

- Arrive early to oversee setup
- Conduct final briefing with all personnel
- Ensure all participants know their roles
- Manage timeline and keep events on schedule
- Troubleshoot problems as they arise
- Coordinate transitions between events
- Ensure family needs are met throughout
- Supervise procession and graveside
- Oversee reception logistics
- Debrief with team after events

**Post-funeral:**

- Thank all participants
- Return borrowed equipment
- Compile documentation
- Conduct after-action review
- Submit final report to IC
- Identify lessons learned

## Daily Schedule (Typical Funeral Week)

**Monday (Day 1 - Incident Day):**

- Assume role immediately after family notification
- Begin coordination with the funeral home
- Contact Wisconsin EMS Honor Guard
- Assemble coordination team

**Tuesday-Wednesday (Days 2-3):**

- Meet with family to discuss funeral plans
- Reserve venues (church, cemetery, reception)
- Develop preliminary timeline
- Assign key personnel to roles
- Begin detailed planning

**Thursday-Friday (Days 4-5):**

- Finalize all arrangements
- Conduct coordination meetings

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- Develop detailed run sheets
- Brief all participants
- Confirm all resources

**Saturday-Sunday (Days 6-7 - Viewing/Visitation):**

- Oversee viewing logistics
- Ensure family supported
- Prepare for funeral service

**Monday (Day 8 - Funeral Day):**

- Execute funeral service
- Manage procession
- Oversee graveside ceremony
- Coordinate reception

**Tuesday-Wednesday (Days 9-10):**

- Debrief and after-action review
- Thank participants
- Complete documentation

## Coordination Meetings

**Funeral Coordinator chairs regular coordination meetings:**

**Initial Planning Meeting (Day 2):**

- Attendees: IC, all section chiefs, family liaison, PIO, chaplain
- Agenda: Family wishes, service type, preliminary timeline, role assignments
- Duration: 1-2 hours

**Mid-Planning Meeting (Day 5):**

- Attendees: All operational personnel, external agencies
- Agenda: Detailed timeline, specific assignments, contingency plans
- Duration: 2-3 hours

**Final Briefing (Day before funeral):**

- Attendees: All participants
- Agenda: Final run-through, last-minute changes, questions
- Duration: 1 hour

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### **Day-of Briefing (Morning of funeral):**

- Attendees: All personnel participating
  - Agenda: Final instructions, timing, assignments
  - Duration: 30 minutes
- 

## **7.4 FAMILY LIAISON OFFICER (FLO)**

### **Role and Responsibilities**

#### **The Family Liaison Officer is the family's primary contact and advocate:**

- 24/7 availability to family
- Single point of contact for all family needs
- Coordinates all agency support to the family
- Attends all family meetings
- Assists with funeral planning
- Manages benefit applications
- Provides emotional support
- Protects family privacy
- Advocates for family wishes

**Reports to:** Funeral Coordinator

**Works closely with:** Benefits Coordinator, Chaplain, CISM Team

**⚠ CRITICAL:** Family Liaison Officer must be available 24/7 from notification through funeral and beyond. This is the most important support role.

### **Ideal Qualifications**

#### **FLO should be:**

- Compassionate and empathetic
- Excellent listener
- Organized and detail-oriented
- Available 24/7 for duration
- Trusted by family
- Calm under pressure
- Good problem-solver
- Respectful of boundaries

#### **FLO should NOT be:**

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- Close personal friend of deceased (too emotionally involved)
- Someone with conflicting responsibilities
- Someone unavailable for extended periods
- Someone uncomfortable with grief and emotion

## Detailed Responsibilities

### Immediate (First 24-48 hours):

- Present during death notification
- Remain with family after notification
- Provide contact information and 24/7 availability
- Assess immediate family needs
- Coordinate immediate assistance (meals, childcare, etc.)
- Explain what happens next
- Answer questions as they arise
- Protect family from unwanted intrusions
- Accompany family to hospital/morgue if needed
- Arrange viewing at the funeral home

### Planning phase (Days 2-7):

- Meet with family daily
- Assist with funeral planning decisions
- Coordinate with the funeral home
- Communicate family wishes to the Funeral Coordinator
- Help family with guest list and invitations
- Assist with obituary and program
- Coordinate out-of-town family travel and lodging
- Manage household needs (groceries, pets, medications)
- Screen phone calls and visitors
- Provide updates on the investigation and arrangements
- Begin benefit application process
- Connect family with counseling resources

### Funeral execution (Days 7-10):

- Accompany family to all events
- Ensure family has private space and time
- Manage family seating and logistics
- Shield family from media and unwanted attention
- Coordinate family transportation
- Ensure the family's needs are met throughout
- Provide tissues, water, support
- Help family navigate receiving line

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- Ensure children are cared for
- Give family space to grieve

### **Post-funeral (Ongoing):**

- Continue regular contact (weekly, then monthly)
- Assist with benefit applications
- Coordinate ongoing household assistance
- Remember important dates (birthdays, anniversaries)
- Invite family to agency events
- Provide long-term emotional support
- Connect family with resources as needed
- Transition to long-term support plan

## Communication with Family

### **FLO should:**

- Call or visit family daily during the first week
- Be available 24/7 by phone
- Respond to family calls/texts within 1 hour
- Provide updates proactively
- Listen more than talk
- Validate family's feelings
- Never make promises that can't be kept
- Be honest about what is and isn't known

### **Sample daily check-in:**

*"Good morning, Mrs. Johnson. I wanted to check in and see how you're doing today. Do you have any questions about the arrangements? Is there anything you need help with? I'm here for you."*

## Protecting Family Privacy

### **FLO shields family from:**

- Unwanted media contact
- Intrusive visitors
- Overwhelming phone calls
- Social media harassment
- Well-meaning but exhausting attention

### **FLO can:**

- Screen calls and visitors

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- Manage guest list for funeral
  - Coordinate "family only" time
  - Limit visitation hours
  - Provide private space at events
  - Run interference with difficult people
- 

## 7.5 PUBLIC INFORMATION OFFICER (PIO)

### Role and Responsibilities

#### **The PIO manages all external communications:**

- All media relations and press releases
- Social media management
- Public information dissemination
- Media at funeral coordination
- Protecting family privacy
- Maintaining agency reputation
- Coordinating with external PIOs

**Reports to:** Incident Commander

**Works closely with:** Family Liaison Officer, Funeral Coordinator

### Detailed Responsibilities

#### **Immediate (First 24 hours):**

- Implement information control at the scene
- Monitor media and social media
- Prepare initial press release (after family notification)
- Coordinate with investigating agency PIOs
- Establish media inquiry protocols
- Brief IC on media interest

#### **Planning phase (Days 2-7):**

- Issue regular updates to the media
- Coordinate funeral arrangement announcements
- Develop a media plan for the funeral
- Prepare press kits
- Arrange news conferences if needed
- Monitor and correct misinformation
- Manage social media content
- Coordinate with family on photo releases

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**Funeral execution:**

- Manage media at all funeral events
- Designate media staging areas
- Enforce media guidelines
- Provide press kits
- Coordinate pool coverage if appropriate
- Protect family from media intrusion
- Monitor media coverage
- Address any violations of guidelines

**Post-funeral:**

- Issue thank-you statement
- Provide final updates
- Monitor ongoing coverage
- Archive all media coverage
- Compile media summary for IC

## Media Management Guidelines

**See Section 5 for complete media management protocols.**

**Key PIO principles:**

- Family privacy is paramount
  - Accuracy over speed
  - Transparency within appropriate limits
  - Consistent messaging
  - Professional relationships with the media
  - Proactive communication
- 

## 7.6 PROCESSION COORDINATOR

### Role and Responsibilities

**The Procession Coordinator manages all procession logistics:**

- Route planning and coordination
- Vehicle staging and ordering
- Law enforcement traffic control coordination
- Timing and pacing
- Contingency planning for delays
- Communication during procession

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- Graveside assembly coordination

**Reports to:** Funeral Coordinator

**Works closely with:** Law enforcement, Honor Guard, Church Coordinator

## Detailed Responsibilities

### Planning phase:

- Plan procession route from church to cemetery
- Coordinate with law enforcement for traffic control
- Determine vehicle order and staging
- Calculate timing and distances
- Identify potential delays or issues
- Develop contingency plans
- Create vehicle assignment list
- Prepare route maps for all drivers
- Conduct route reconnaissance
- Coordinate with the cemetery for arrival

### Pre-procession:

- Brief all drivers on route and procedures
- Distribute route maps
- Assign vehicles to staging positions
- Coordinate with law enforcement
- Test communications
- Verify all vehicles are fueled and ready
- Ensure funeral flags and lights are in place

### During procession:

- Lead procession or coordinate lead vehicle
- Maintain communication with law enforcement
- Monitor pace and spacing
- Address any issues or delays
- Coordinate arrival at the cemetery
- Direct vehicles to parking areas
- Ensure smooth transition to graveside

**See Section 11 for complete procession protocols.**

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## 7.7 CHURCH/CEREMONY COORDINATOR

### Role and Responsibilities

**The Church/Ceremony Coordinator manages all aspects of the funeral service:**

- Venue coordination and setup
- Clergy coordination
- Music and audio/visual coordination
- Program development
- Seating arrangements
- Ceremony flow and timing
- Participant coordination (speakers, pallbearers, honor guard)

**Reports to:** Funeral Coordinator

**Works closely with:** Family Liaison Officer, Honor Guard Liaison, PIO

### Detailed Responsibilities

#### **Planning phase:**

- Coordinate with church/venue staff
- Reserve venue and confirm date/time
- Meet with clergy to plan service
- Coordinate music selections
- Develop ceremony program
- Arrange for audio/visual needs
- Plan seating for family, dignitaries, personnel
- Coordinate with speakers and participants
- Arrange for accessibility accommodations
- Plan for recording/photography if desired

#### **Pre-service:**

- Oversee venue setup
- Test audio/visual equipment
- Arrange seating and reserved sections
- Coordinate with the honor guard on positioning
- Brief all participants on the ceremony flow
- Ensure programs are printed and distributed
- Coordinate with ushers
- Prepare for family arrival

#### **During service:**

- Manage ceremony timing
- Cue participants

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- Coordinate transitions
- Address any issues
- Ensure smooth flow
- Support family as needed

**See Section 10 for complete funeral service protocols.**

---

## 7.8 BENEFITS COORDINATOR

### Role and Responsibilities

**The Benefits Coordinator assists the family with all benefit applications:**

- PSOB application and documentation
- Pension benefits
- Workers' compensation
- Social Security survivor benefits
- VA benefits (if applicable)
- Life insurance claims
- State and local benefits
- Tracking deadlines and requirements

**Reports to:** Incident Commander

**Works closely with:** Family Liaison Officer

### Detailed Responsibilities

**Immediate (First week):**

- Contact PSOB office
- Begin gathering required documentation
- Obtain multiple death certificates
- Collect employment records
- Organize medical records
- Create a benefit tracking spreadsheet

**Ongoing (Weeks 2-12):**

- Complete PSOB application
- File workers' compensation claim
- Assist with pension application
- Help family apply for Social Security benefits
- Coordinate VA benefits if applicable
- Assist with life insurance claims

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- Research state and local benefits
- Track all deadlines
- Respond to requests for information
- Update family on application status

**Long-term:**

- Monitor benefit payments
- Assist with annual renewals
- Help with education benefit applications
- Coordinate tax implications
- Ensure family receives all entitled benefits

**See Section 13 for complete benefits information.**

---

## 7.9 CHAPLAIN AND CISM TEAM COORDINATOR

### Chaplain Role and Responsibilities

**The Agency Chaplain provides spiritual and emotional support:**

- Participates in death notification
- Provides spiritual counseling to the family
- Offers grief support to personnel
- Coordinates with the family's clergy
- May participate in the funeral service
- Provides ongoing spiritual care

**Chaplain responsibilities:**

- Participate in the notification team
- Provide immediate spiritual support to the family
- Coordinate with the family's religious leader
- Offer counseling to agency personnel
- Participate in the funeral service if requested
- Conduct memorial services for the agency
- Provide long-term spiritual support

### CISM Team Coordinator Role

**The CISM Coordinator manages critical incident stress response:**

- Activates the CISM team immediately
- Provides defusing and debriefing

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- Offers individual counseling
- Monitors personnel for stress reactions
- Coordinates professional referrals
- Provides ongoing support

**CISM responsibilities:**

- Activate the team immediately after the incident
- Provide defusing for personnel on scene
- Conduct debriefing within 24-72 hours
- Offer individual counseling
- Monitor personnel for delayed reactions
- Provide support during the funeral
- Offer follow-up services
- Coordinate professional mental health referrals

**See Section 15 for complete CISM protocols.**

## 7.10 RESPONSIBILITY MATRIX AND COORDINATION

### Responsibility Matrix

**Use this matrix to assign and track responsibilities:**

Task	Primary	Backup	Status	Notes
Family notification	IC	Chaplain	<input type="checkbox"/>	
Family liaison	FLO	Deputy FLO	<input type="checkbox"/>	
Media relations	PIO	Deputy PIO	<input type="checkbox"/>	
Funeral coordination	Funeral Coord	Deputy FC	<input type="checkbox"/>	
Church coordination	Church Coord		<input type="checkbox"/>	
Procession coordination	Procession Coord		<input type="checkbox"/>	
Benefits coordination	Benefits Coord		<input type="checkbox"/>	
CISM coordination	CISM Coord		<input type="checkbox"/>	
Honor Guard liaison	HG Liaison		<input type="checkbox"/>	
Investigation liaison	Invest Liaison		<input type="checkbox"/>	

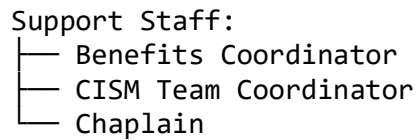
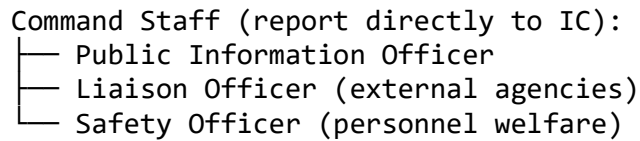
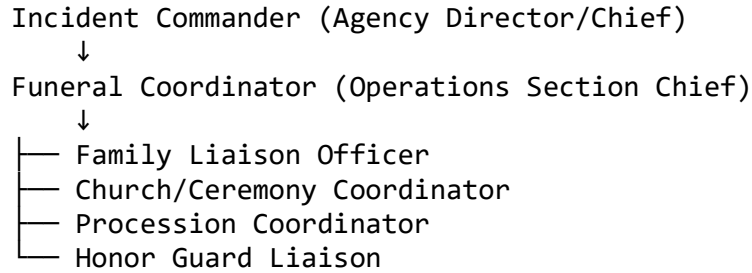
### Chain of Command

**A clear chain of command prevents confusion:**

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## Communication Protocols

### Daily briefings:

- **Morning briefing (9:00 AM):** IC, all section chiefs, command staff
- **Evening briefing (5:00 PM):** IC, Funeral Coordinator, FLO, PIO
- **As-needed briefings:** When significant developments occur

### Communication methods:

- Face-to-face meetings (preferred for planning)
- Phone calls (for urgent matters)
- Text messages (for quick updates)
- Email (for documentation and non-urgent)
- Radio (during operations only)

### Information flow:

- All information flows through the chain of command
- FLO provides family updates to the Funeral Coordinator
- PIO coordinates all external communications with IC
- Section chiefs brief IC daily
- IC briefs all personnel regularly

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## Backup Assignments

⚠️ **CRITICAL:** Every key position must have a designated backup. Ensure backups are trained and ready to assume the role if needed.

### **Assign backups for:**

- Incident Commander (Deputy Chief or senior officer)
- Funeral Coordinator (experienced officer)
- Family Liaison Officer (compassionate personnel)
- PIO (trained communicator)
- All section chiefs and coordinators

### **Backup responsibilities:**

- Attend all briefings and meetings
- Understand primary responsibilities
- Be ready to assume the role immediately
- Assist the primary as needed
- Take over if the primary is unavailable

## Coordination Meetings Schedule

### **Establish regular coordination meetings:**

#### **Daily during the planning phase:**

- Time: 9:00 AM and 5:00 PM
- Attendees: IC, all section chiefs
- Duration: 30-60 minutes
- Purpose: Status updates, problem-solving, coordination

#### **Pre-funeral final briefing:**

- Time: Day before funeral, 2:00 PM
- Attendees: All personnel involved
- Duration: 2 hours
- Purpose: Final run-through, assignments, questions

#### **Day-of briefing:**

- Time: Morning of funeral, 2 hours before service
- Attendees: All participants
- Duration: 30 minutes

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- Purpose: Final instructions, timing, last-minute issues

**After-action review:**

- Time: 2-3 days after the funeral
  - Attendees: IC, all section chiefs, key personnel
  - Duration: 2 hours
  - Purpose: Lessons learned, improvements, documentation
- 

## SECTION 8: IMMEDIATE FAMILY SUPPORT - HOSPITAL TO HOME PHASE

**Purpose:** To provide comprehensive, compassionate support to the family from the moment of death through the first critical days. This phase establishes the foundation for the family's relationship with your agency and their ability to cope with their loss.

---

### 8.1 HOSPITAL ARRIVAL PROTOCOLS

#### When Family Arrives at Hospital

**If the deceased is transported to the hospital:**

**Immediate actions:**

- Assign Family Liaison Officer to meet the family at the hospital
- Coordinate with hospital staff for private space
- Ensure family is escorted to the private area immediately
- Keep family away from the emergency department waiting area
- Provide chaplain or counselor support
- Shield family from media

**Hospital coordination:**

- Contact hospital social services in advance
- Request a private consultation room
- Ensure staff know the family is arriving
- Coordinate with hospital security if needed
- Arrange for pastoral care if the family desires

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## Private Space Requirements

### Private space must have:

- Door that closes and locks
- Comfortable seating for the family
- Tissues, water, coffee
- Phone access
- Bathroom nearby
- Privacy from public areas
- Space for extended family to gather

### FLO ensures:

- Family has privacy when needed
  - Family is not left alone unless they request it
  - Visitors are screened and managed
  - Media cannot access the family
  - Family has time and space to grieve
- 

## 8.2 VIEWING AND BODY IDENTIFICATION

### Preparing Family for Viewing

#### Before the family views the body:

#### FLO should:

- Explain what the family will see
- Describe any visible injuries honestly but gently
- Offer to accompany family
- Explain they can take as much time as needed
- Assure them it's okay to change their mind
- Provide chaplain support if desired

#### Sample preparation:

*"Mrs. Johnson, I want to prepare you for what you'll see. Michael looks peaceful, but he does have some bruising on his face from the accident. The hospital staff has cleaned him up and made him as comfortable as possible. I'll be right there with you, and you can take as much time as you need. If at any point you want to leave, that's completely okay. Would you like the chaplain to come with us?"*

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## Viewing Procedures

### **During viewing:**

#### **FLO should:**

- Accompany the family into the room
- Stay with family unless they request privacy
- Provide tissues and support
- Allow family to touch, hold, and talk to the deceased
- Give family as much time as they need
- Support the family's emotional reactions
- Offer to take photos if family desires (for children who aren't present)

#### **After viewing:**

- Escort family back to private space
- Allow time to process
- Answer questions
- Discuss next steps when family is ready
- Offer continued support

## Special Considerations for Viewing

### **If injuries are severe:**

- Consult with the medical examiner and the funeral home
- Consider partial viewing (face only, covered body)
- Prepare the family extensively
- Offer alternative (closed casket, photos)
- Respect the family's decision
- Never force viewing if family declines

### **If children want to view:**

- Discuss with parent/guardian first
  - Prepare the child age-appropriately
  - Allow the child to decide
  - Have an adult accompany the child
  - Explain what the child will see
  - Support the child's reaction
- 

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## 8.3 ANSWERING FAMILY QUESTIONS AT THE HOSPITAL

### Common Questions and Responses

#### **"What exactly happened?"**

*"Here's what we know so far: [factual information]. The investigation is ongoing, and we'll share more information as we learn it. I know you have many questions, and we'll answer everything we can."*

#### **"Did he say anything?"**

- Be honest
- Share any last words if appropriate
- Don't fabricate or embellish
- *"He was unconscious and didn't suffer"* (if true)
- *"His last words were about you and the kids"* (if true and appropriate)

#### **"Could he have been saved?"**

- Be honest but compassionate
- Don't speculate or assign blame
- *"Everything possible was done to save him."*
- *"The injuries were not survivable."*
- *"The investigation will review all aspects of the response."*

#### **"What happens to his body now?"**

*"The medical examiner is required by law to examine him. This usually takes 24-48 hours. After that, his body will be released to the funeral home you choose. We'll help you with all of those arrangements."*

#### **"What do I do now?"**

*"Right now, you don't have to do anything. We're going to help you with everything. When you're ready, we'll talk about the next steps, but there's no rush. For now, focus on being with your family."*

### Information to Provide

#### **FLO should explain:**

- Medical examiner process and timeline
- When the body will be released
- How to choose a funeral home

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- What happens next (viewing at the funeral home, funeral planning)
- Benefits and financial assistance available
- Ongoing support from the agency
- How to reach FLO 24/7

**Provide in writing:**

- FLO contact information
- Agency contact information
- Chaplain contact information
- CISM/counseling resources
- Funeral home recommendations (if requested)
- Timeline of next steps

## 8.4 MANAGING VISITORS AND MEDIA AT HOSPITAL

### Visitor Management

**FLO coordinates all visitors:**

**Immediate family:**

- Allow immediate access
- Provide private space
- Support as needed

**Extended family and friends:**

- Screen before allowing access
- Ask family if they want visitors
- Limit numbers if overwhelming
- Manage time to prevent exhaustion

**Agency personnel:**

- Coordinate visits to avoid overwhelming the family
- Brief personnel on appropriate behavior
- Limit time and numbers
- Ensure the family wants visitors before allowing

**Sample visitor screening:**

*"Mrs. Johnson, several of Michael's colleagues are here and would like to see you. Would*

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*you like to see them now, or would you prefer some private time first? It's completely up to you."*

## Media Management at Hospital

⚠️ **CRITICAL:** Protect family from media at hospital.  
Coordinate with hospital security to prevent media access.

### Media prevention:

- Coordinate with hospital security
- Identify family members to security
- Restrict media access to family areas
- Escort family through non-public areas
- Use private entrances/exits
- Shield family from cameras

### If the media approach the family:

- FLO intervenes immediately
  - *"The family requests privacy at this time. All media inquiries should go through our Public Information Officer."*
  - Provide PIO contact information
  - Remove family from the situation
  - Report to PIO
- 

## 8.5 ARRANGING VIEWING AT FUNERAL HOME

### Choosing a Funeral Home

#### FLO assists the family with the funeral home selection:

##### Provide options:

- List of local funeral homes
- Funeral homes experienced with LODD
- The family may prefer
- No pressure or recommendations unless requested

##### Considerations:

- Location convenient to family
- Experience with public safety funerals
- Religious affiliation is important

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- Cost and services offered
- Family's comfort level

**FLO coordinates:**

- Contact the funeral home on the family's behalf
- Arrange initial meeting
- Accompany family to meeting if desired
- Ensure the funeral home understands LODD protocols
- Coordinate with Funeral Coordinator

### Initial Funeral Home Meeting

**FLO should:**

- Accompany family to first meeting
- Help family understand options
- Take notes for family
- Ask questions that the family may not think of
- Ensure family isn't pressured
- Discuss costs and payment
- Coordinate agency involvement

**Topics to discuss:**

- Viewing/visitation arrangements
- Funeral service options
- Burial or cremation
- Casket selection
- Funeral program
- Flowers and donations
- Obituary
- Death certificates (order 15-20 copies)
- Costs and payment options

**See Section 9 for complete funeral planning protocols.**

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## 8.6 MANAGING CHILDREN AND FAMILY MEMBERS

### Supporting Children

**Children's needs during crisis:**

- Age-appropriate information

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- Consistent routines where possible
- Permission to grieve in their own way
- Ongoing support and reassurance
- Connection to deceased parent's work family

**FLO can assist with:**

- Helping parents explain death to children
- Providing age-appropriate resources
- Arranging counseling for children
- Coordinating childcare during funeral planning
- Including children in funeral planning if appropriate
- Connecting children with agency (station visits, etc.)

**Age-appropriate support:**

**Young children (3-7):**

- Simple, concrete explanations
- Reassurance that they will be cared for
- Maintaining routines
- Physical comfort and presence

**School-age (8-12):**

- Honest information
- Opportunities to ask questions
- Involvement in funeral planning if desired
- Peer support

**Teenagers (13-18):**

- Complete information
- Respect for their grief process
- Involvement in decisions
- Connection to support resources

**Supporting Elderly Parents**

**If the deceased's parents are elderly:**

**Special considerations:**

- May need extra time to process
- May have health issues triggered by stress
- May need transportation assistance

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- May need lodging if from out of town
- May need help with funeral planning
- May outlive their child (especially difficult)

**FLO provides:**

- Patient, repeated explanations
- Transportation to events
- Lodging arrangements
- Medical support if needed
- Emotional support
- Inclusion in planning

## Managing Extended Family Dynamics

**Potential challenges:**

- Estranged family members
- Conflict over funeral arrangements
- Disagreement about agency involvement
- Financial disputes
- Custody issues if children are involved

**FLO's role:**

- Support primary next of kin
- Remain neutral in family conflicts
- Focus on honoring the deceased
- Protect children from conflict
- Seek legal guidance if necessary
- Document all interactions

---

## 8.7 TRANSPORTATION AND LODGING FOR OUT-OF-STATE FAMILY

### Coordinating Travel Assistance

**If family members are traveling from out of state:**

**FLO coordinates:**

- Flight arrangements if needed
- Airport pickup and transportation
- Lodging reservations

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- Rental car if needed
- Local transportation to events
- Meal arrangements

**Funding sources:**

- Agency emergency fund
- Union/association assistance
- Community donations
- Airline bereavement fares
- Hotel discounts for funeral attendees

**Sample coordination:**

*"Mrs. Johnson, I understand your parents are flying in from Florida. I want to arrange for someone to pick them up at the airport and bring them to your home. We can also help with hotel reservations if they need a place to stay. What would be most helpful?"*

## Lodging Arrangements

**Options for out-of-town family:**

- Hotels near family home
- Hotels near funeral home/church
- Staying with a local family
- Agency-arranged housing

**FLO coordinates:**

- Reserve hotel rooms
- Negotiate group rates if many are traveling
- Arrange payment (agency, family, or donations)
- Provide directions and information
- Ensure accessibility needs met
- Coordinate transportation to/from the hotel

**Recommended hotels:**

- Close to family or funeral events
- Comfortable and appropriate
- Accessible for the elderly or the disabled
- Reasonably priced
- Willing to work with the agency on billing

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## 8.8 IMMEDIATE HOUSEHOLD NEEDS

### Assessing Household Needs

**FLO assesses what the family needs immediately:**

**Common needs:**

- Groceries and meals
- Pet care
- Childcare
- Prescription medications
- Household tasks (laundry, cleaning)
- Yard work
- Vehicle maintenance
- Bill paying
- Phone answering

**FLO asks:**

*"What can we help you with around the house? We have people ready to bring meals, watch the kids, take care of pets, or help with anything else you need. Please don't hesitate to ask."*

### Meal Coordination

**Organize meal delivery:**

- Create meal schedule (breakfast, lunch, dinner)
- Coordinate with agency personnel, community, and church
- Consider dietary restrictions and preferences
- Deliver meals at convenient times
- Include paper plates, utensils (less cleanup)
- Continue for 2-4 weeks after the funeral

**Meal coordination tips:**

- Use online meal coordination tools (MealTrain, SignUpGenius)
- Provide the family's preferences and restrictions
- Schedule deliveries to avoid overwhelming the family
- Include breakfast and lunch, not just dinner
- Provide gift cards for restaurants as an alternative

### Childcare Assistance

**If the family has young children:**

- Coordinate childcare during funeral planning
- Arrange care during funeral events

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- Provide care when the parent needs time alone
- Coordinate school communication
- Arrange transportation to activities
- Provide age-appropriate grief support

## Pet Care

### **If the family has pets:**

- Arrange dog walking
- Coordinate feeding if the family is away
- Take pets to vet if needed
- Provide pet supplies
- Arrange boarding if the family travels

## Household Tasks

### **Coordinate assistance with:**

- Laundry
- House cleaning
- Grocery shopping
- Yard work and snow removal
- Home repairs
- Vehicle maintenance
- Errands


### **Assign agency personnel or volunteers to:**

- Mow lawn
- Shovel snow
- Clean house
- Do laundry
- Run errands
- Whatever the family needs

---

## 8.9 24/7 FAMILY LIAISON PRESENCE

### Maintaining Constant Availability

 **CRITICAL:** Family Liaison Officer must be available 24/7 from notification through funeral and beyond.

### **FLO availability:**

- Cell phone on and answered 24/7

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- Responds to calls/texts within 1 hour
- Visits family daily during first week
- Attends all family meetings and events
- Available for middle-of-night calls
- Takes time off from regular duties

**Backup FLO:**

- Designated backup for when the primary is unavailable
- Backup knows family and situation
- Seamless transition if primary needs break
- Both have the family's contact information

**Daily Contact Schedule**

**First 72 hours:**

- In-person contact: Multiple times daily
- Phone contact: As needed, 24/7
- Purpose: Immediate support, funeral planning, crisis intervention

**Days 4-7 (funeral week):**

- In-person contact: Daily
- Phone contact: Multiple times daily
- Purpose: Funeral coordination, ongoing support

**Week 2:**

- In-person contact: Every 2-3 days
- Phone contact: Daily
- Purpose: Post-funeral support, benefit applications

**Weeks 3-4:**

- In-person contact: Weekly
- Phone contact: Every 2-3 days
- Purpose: Ongoing support, household assistance

**Months 2-12:**

- In-person contact: Monthly
- Phone contact: Weekly, then bi-weekly
- Purpose: Long-term support, important dates

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## What FLO Provides During Contacts

### Each contact should:

- Check on the family's emotional state
- Ask about immediate needs
- Provide updates on arrangements/benefits
- Answer questions
- Offer specific assistance
- Remind family of FLO's availability
- Show genuine care and concern

### Sample daily check-in:

*"Good morning, Mrs. Johnson. I wanted to stop by and see how you're doing today. How did you sleep? Is there anything you need help with today? I'm meeting with the funeral home this afternoon—do you want to come with me, or would you like me to handle it? I'm here for whatever you need."*

---

## 8.10 FIRST WEEK SUPPORT PLANNING

### First Week Timeline and Support

#### Day 1 (Incident day):

- Death notification
- Hospital support
- Immediate needs assessment
- 24/7 FLO assignment
- Initial family meeting

#### Day 2:

- Funeral home selection
- Initial funeral planning
- Benefit information provided
- Household assistance begins
- Daily FLO visit

#### Day 3:

- Funeral home meeting

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- Service planning begins
- Out-of-town family coordination
- Continued household support
- Daily FLO visit

**Days 4-5:**

- Finalize funeral arrangements
- Coordinate viewing/visitation
- Prepare for funeral service
- Manage visitors and calls
- Daily FLO visits

**Days 6-7 (Viewing/Visitation):**

- Support family at viewing
- Manage visitors
- Prepare for the funeral
- Ensure family rests
- Constant FLO presence

**Day 8-10 (Funeral):**

- Support family through all events
- Manage logistics
- Shield from stress
- Ensure family's needs met
- Constant FLO presence

## Transition to Long-Term Support

**After the funeral:**

- Continue regular contact
- Begin benefit applications
- Coordinate ongoing household assistance
- Monitor the family's adjustment
- Connect with long-term resources
- Plan for important dates (holidays, anniversaries)

**See Section 14 for long-term family support protocols.**

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# SECTION 9: FUNERAL SERVICE PLANNING

**Purpose:** To work with the family to plan a meaningful funeral service that honors the deceased, respects the family's wishes, and provides closure for the agency and community. Family preferences always take precedence over agency traditions.

---

## 9.1 INITIAL FAMILY MEETING PROTOCOLS

### Timing of Initial Meeting

**Schedule initial funeral planning meeting:**

- 24-48 hours after death notification
- After the family has had time to process the initial shock
- Before decisions become urgent
- When family is ready (don't rush)

**Meeting location:**

- Family's home (most comfortable)
- Funeral home (if family prefers)
- Agency office (private conference room)
- Wherever the family feels most comfortable

### Meeting Participants

**Who should attend:**

**From family:**

- Primary next of kin (spouse, parents)
- Anyone in the family wants to be involved in decisions
- Family's clergy if desired

**From agency:**

- Family Liaison Officer (leads meeting)
- Funeral Coordinator
- Chaplain
- Funeral home representative (if meeting at funeral home)

**Meeting preparation:**

Schedule at the family's convenience

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- Confirm attendees
- Prepare information packet for family
- Bring tissues, water, and a notepad
- Allow 2-3 hours (don't rush)
- Ensure private, comfortable space

## Meeting Agenda

### 1. Opening and Support (10 minutes)

- Express condolences
- Assess how the family is doing
- Explain the purpose of the meeting
- Assure family there's no rush
- Emphasize that the family's wishes come first

*"Mrs. Johnson, first, I want to say again how sorry we are for your loss. The purpose of this meeting is to help you plan a service that honors Michael in the way you want. There are no right or wrong answers, and your wishes are what matter most. We're here to support you and provide options, not to pressure you into anything. We can take as much time as you need."*

### 2. Service Type Options (20 minutes)

- Explain three service type options (see Section 9.2)
- Describe what each includes
- Discuss agency involvement level
- Answer questions
- Let family think about options

### 3. Religious and Cultural Preferences (15 minutes)

- Discuss the family's religious traditions
- Identify cultural considerations
- Coordinate with the family's clergy
- Respect family's beliefs
- Adapt agency traditions to fit

### 4. Venue and Timing (15 minutes)

- Discuss church, funeral home, or other venue
- Consider capacity and accessibility
- Discuss preferred date and time

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- Consider family's schedule
- Consider community and agency needs

#### **5. Service Elements (30 minutes)**

- Clergy and officiant
- Music selections
- Speakers and eulogies
- Special tributes or presentations
- Agency honors (if desired)
- Program and order of service

#### **6. Burial or Cremation (15 minutes)**

- Family's preference
- Cemetery selection
- Graveside service
- Military honors if applicable
- Cremation arrangements if chosen

#### **7. Visitation and Viewing (15 minutes)**

- Public visitation or private family time
- Timing and duration
- Open or closed casket
- Agency participation

#### **8. Reception (10 minutes)**

- Post-funeral gathering
- Location and catering
- Who will attend
- Agency coordination

#### **9. Next Steps and Timeline (10 minutes)**

- What happens next
- Who will coordinate what
- Timeline for decisions
- Follow-up meetings
- FLO availability

#### **10. Questions and Closing (10 minutes)**

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- Answer any questions
- Provide written summary
- Schedule next meeting
- Reassure family of support
- Provide contact information

## Meeting Documentation

### **FLO documents:**

- Family's preferences and decisions
- Service type selected
- Venue and date
- Religious/cultural considerations
- Special requests
- Follow-up needed
- Next meeting scheduled

### **Provide family with:**

- Written summary of decisions
- Timeline of next steps
- Contact information
- Resources and information
- Funeral planning worksheet (see Appendix)

## 9.2 SERVICE TYPE OPTIONS EXPLANATION

### Three Service Type Options

#### **Provide family with three options for agency involvement:**

#### Type I: Full Agency Funeral with Honors

##### **Description:**

Full formal funeral service with maximum agency participation, procession, and graveside ceremony with honors.

##### **Includes:**

- Agency personnel in dress uniform
- Honor guard participation
- Formal procession with emergency vehicles

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- Law enforcement traffic control
- Graveside ceremony with flag presentation
- Rifle volley (if line-of-duty death)
- Bagpipes and/or bugler
- Agency speakers and tributes
- Full agency coordination and support

**Appropriate for:**

- Line-of-duty deaths
- Family desires full agency honors
- Deceased had long, distinguished career
- Community expects public service
- Family comfortable with large, formal service

**Agency commitment:**

- Extensive personnel time
- Significant coordination required
- Public and media attention
- Formal protocols and procedures
- Wisconsin EMS Honor Guard involvement

## Type II: Memorial Service with Agency Participation

**Description:**

Memorial service with moderate agency involvement; agency participates but family controls most elements.

**Includes:**

- Agency personnel attendance in uniform
- Honor guard at service (if desired)
- Agency speakers or tributes (if desired)
- Flag presentation (if desired)
- Limited procession or no procession
- Graveside committal (family and close friends)
- Agency coordination support

**Appropriate for:**

- Non-line-of-duty deaths

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- Family prefers smaller, more intimate service
- Religious or cultural traditions take precedence
- Family wants some agency involvement but not full honors
- Private person who preferred low-key recognition

**Agency commitment:**

- Moderate personnel time
- Coordination with family's plans
- Respectful participation
- Support without dominating service

### Type III: Family-Directed Service with Minimal Agency Involvement

**Description:**

Family plans and conducts service according to their preferences; agency provides support but minimal participation.

**Includes:**

- Agency personnel attendance (out of uniform if family prefers)
- Agency representative speaks if invited
- No formal honors or procession
- Private family service
- Agency provides support services (meals, household help, benefits)
- Separate agency memorial service if desired

**Appropriate for:**

- Family prefers private, family-only service
- Religious or cultural traditions require specific format
- Deceased preferred privacy
- Family uncomfortable with public attention
- Estranged relationship

**Agency commitment:**

- Minimal personnel time
- Respect for family's privacy
- Support services only
- Separate agency memorial if desired

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## Helping Family Choose Service Type

### FLO should:

- Explain all three options clearly
- Emphasize that family's preference is what matters
- Provide examples of each type
- Allow time for family to consider
- Reassure family that any choice is acceptable

### Sample explanation:

*"Mrs. Johnson, we want to honor Michael in the way that feels right to you and your family. We have three levels of agency involvement we can offer. I'll explain each one, and you can think about what would be most meaningful to you. There's no wrong choice—this is entirely about what you want."*

### Questions to help family decide:

- "What kind of service do you envision?"
- "How comfortable are you with a large, public service?"
- "Are there religious or cultural traditions that are important to you?"
- "How much agency involvement feels right to you?"
- "What would Michael have wanted?"

### Document family's choice:

- Service type selected: Type I / Type II / Type III
  - Family's reasoning documented
  - Special requests noted
  - Funeral Coordinator notified
  - Planning proceeds accordingly
- 

## 9.3 RELIGIOUS AND CULTURAL PREFERENCES

### Importance of Religious and Cultural Sensitivity

**⚠ CRITICAL:** Religious and cultural preferences ALWAYS take precedence over agency traditions. Adapt agency protocols to fit family's beliefs, not the other way around.

### Why this matters:

- Funeral is a sacred religious ceremony for many families
- Cultural traditions provide comfort and meaning

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- Disrespecting beliefs causes lasting harm
- Family's spiritual needs come first
- Agency honors the person, not just the uniform

## Discussing Religious Preferences

### **FLO should ask:**

- "What is your religious or spiritual tradition?"
- "Are there specific religious customs we should observe?"
- "Would you like your clergy to lead the service?"
- "Are there prayers, readings, or rituals that are important?"
- "Are there any restrictions we should know about?"

### **Common religious considerations:**

#### **Christian traditions:**

- Clergy-led service with prayers and scripture
- Hymns and Christian music
- Communion or Eucharist (some denominations)
- Burial preferred over cremation (some denominations)
- Open or closed casket traditions vary

#### **Catholic:**

- Funeral Mass or Memorial Service
- Priest presides
- Specific prayers and liturgy
- Rosary vigil may precede funeral
- Burial strongly preferred

#### **Jewish traditions:**

- Burial within 24-48 hours if possible
- Closed casket always
- Rabbi leads service
- Specific prayers (Kaddish)
- Shiva period (7 days of mourning at home)
- No flowers (donations to charity instead)
- No embalming preferred

#### **Islamic traditions:**

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- Burial within 24 hours if possible
- Body washed and wrapped in white cloth
- Imam leads prayers
- Burial only (no cremation)
- Grave faces Mecca
- Simple grave marker
- No embalming
- Gender-separated mourning

**Buddhist traditions:**

- Cremation common
- Monk may lead chanting
- Incense and offerings
- Specific timing based on tradition
- Family may prefer simple service

**Hindu traditions:**

- Cremation required
- Specific rituals and prayers
- Priest (Pandit) leads the ceremony
- Timing based on astrological considerations
- Ashes scattered in sacred water if possible

**Non-religious/Secular:**

- Celebration of life format
- Personal tributes and memories
- Music and readings chosen by family
- No religious content
- Focus on person's life and values

**Discussing Cultural Preferences**

**Cultural considerations may include:**

**Hispanic/Latino traditions:**

- Extended family involvement
- Viewing very important
- Rosary or prayer vigil

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- Large gathering expected
- Food and fellowship central
- May prefer Spanish language elements

**African American traditions:**

- Church-centered service common
- Gospel music
- Emotional expression welcomed
- "Homegoing" celebration
- Repast (meal) after service
- Strong community involvement

**Asian traditions:**

- Respect for elders in planning
- Specific colors (white for mourning in some cultures)
- Incense and offerings
- Ancestor veneration
- Family hierarchy in seating and participation

**Native American traditions:**

- Tribal-specific customs
- Smudging or blessing ceremonies
- Traditional songs or drumming
- Sacred objects
- Specific burial practices
- Consultation with tribal elders

**Military traditions:**

- Military honors if veteran
- Flag presentation
- Rifle volley and Taps
- Military chaplain
- Veteran service organization involvement

**Adapting Agency Protocols**

**Agency should adapt:**

**Timing:**

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- Accommodate religious requirements for quick burial
- Allow extended mourning periods
- Schedule around religious holidays or observances

**Ceremony elements:**

- Clergy leads instead of agency chaplain
- Religious music instead of traditional funeral music
- Prayers and readings from family's tradition
- Rituals and customs incorporated

**Dress and appearance:**

- Head coverings if required
- Modest dress
- Removal of shoes if required
- Gender separation if required

**Food and hospitality:**

- Dietary restrictions observed (kosher, halal, vegetarian)
- Alcohol-free reception if preferred
- Traditional foods if desired

**Burial practices:**

- Specific grave orientation
- Burial timing requirements
- Cremation or burial as required
- Grave markers per tradition

**Sample Conversation**

*"Mrs. Johnson, we want to make sure Michael's service honors your family's beliefs and traditions. Can you tell me about your religious or cultural background? Are there specific customs or practices that are important to you? We will adapt everything we do to fit what's meaningful to your family."*

**Document religious and cultural preferences:**

- Religious tradition: \_\_\_\_\_
- Clergy contact: \_\_\_\_\_
- Specific customs to observe: \_\_\_\_\_
- Restrictions or prohibitions: \_\_\_\_\_
- Language preferences: \_\_\_\_\_

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- Dietary requirements: \_\_\_\_\_
  - Burial/cremation requirement: \_\_\_\_\_
  - Timing requirements: \_\_\_\_\_
- 

## 9.4 VENUE SELECTION AND COORDINATION

### Venue Options

#### **Common venue choices:**

##### **Church or religious facility:**

- Family's home church (most common)
- Deceased's church if different
- Large church if family's church too small
- Denominational church if family has no home church

##### **Funeral home chapel:**

- Convenient for viewing and service in one location
- Professional staff and equipment
- Appropriate for smaller services
- Neutral religious setting

##### **Community venue:**

- High school gymnasium or auditorium (for very large services)
- Community center
- Convention center
- Civic auditorium
- Appropriate for large community turnout

##### **Outdoor venue:**

- Park or memorial garden
- Graveside only
- Weather-dependent
- Requires contingency planning

##### **Agency facility:**

- Fire station or EMS headquarters

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- Apparatus bay for large gathering
- Meaningful to EMS family
- Requires significant setup

## Venue Selection Considerations

### **Capacity:**

- Expected attendance (LODD may draw 1,000+ people)
- Seating for family, agency, dignitaries, public
- Standing room if needed
- Overflow space or video feed to other rooms

### **Accessibility:**

- Wheelchair accessible
- Parking availability
- Proximity to family's home
- Proximity to cemetery
- Public transportation access

### **Facilities:**

- Sound system adequate for size
- Climate control (heating/cooling)
- Restrooms sufficient for crowd
- Space for honor guard and pallbearers
- Area for family privacy before/after
- Kitchen or catering facilities if reception on-site

### **Religious appropriateness:**

- Matches family's tradition
- Clergy comfortable with venue
- Religious symbols appropriate or neutral
- Flexibility for religious customs

### **Availability:**

- Available on desired date and time
- Sufficient time for setup and rehearsal
- Available for viewing/visitation if desired

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**Cost:**

- Rental fees, if any
- Included services and equipment
- Additional costs for setup, cleanup, and security
- Agency or community may cover costs

## Coordinating with the Venue

**Church/Ceremony Coordinator responsibilities:**

- Contact the venue as soon as the date is selected
- Reserve date and time
- Confirm capacity and facilities
- Discuss setup requirements
- Coordinate with venue staff
- Arrange rehearsal time
- Confirm sound system and equipment
- Discuss parking and traffic flow
- Arrange for overflow seating if needed
- Coordinate with clergy or officiant
- Confirm accessibility accommodations
- Discuss security needs
- Arrange for programs and materials
- Confirm cleanup responsibilities

## Venue Setup Requirements

**Typical setup needs:****Seating arrangement:**

- Reserved front rows for family
- Reserved section for agency personnel
- Reserved seating for dignitaries
- General seating for the public
- Overflow seating or standing room
- Clear aisles for processions

**Staging and presentation:**

- Casket or urn placement
- Flowers and memorial displays
- Photo displays or video screens

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- Podium or lectern for speakers
- Microphones (podium, handheld, lapel)
- Sound system for music
- Lighting appropriate for the ceremony

**Honor guard positioning:**

- Space for the honor guard to stand
- Entry and exit routes
- Flag presentation area
- Rifle volley team positioning (if outdoors)

**Family area:**

- Private room for family before service
- Tissues, water, seating
- Privacy from the public and the media
- Direct access to the sanctuary

**Accessibility:**

- Wheelchair seating areas
- Assistive listening devices
- Sign language interpreter position if needed
- Accessible restrooms clearly marked

**Media area:**

- Designated area for cameras (if media allowed)
- Rear or balcony position
- Pool camera if multiple media outlets
- No flash photography

**Venue Coordination Timeline**

**2 weeks before service:**

- Venue reserved and confirmed
- Initial setup plan developed
- Clergy/officiant confirmed
- Sound and equipment needs identified

**1 week before service:**

- Detailed setup plan finalized

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- Seating chart created
- Rehearsal scheduled
- All participants notified of venue and time

**2 days before service:**

- Rehearsal conducted
- Setup begins
- Sound system tested
- Seating arranged
- Signage posted

**Day before service:**

- Final setup completed
- All equipment tested
- Programs delivered
- Flowers and displays arranged
- Security briefed
- Final walk-through

**Day of service:**

- Arrive 2 hours early
- Final checks of all systems
- Greet family and provide support
- Coordinate with all participants
- Manage any last-minute issues

---

## 9.5 CLERGY AND MUSIC SELECTION

### Selecting Clergy or Officiant

**Family's clergy takes precedence:**

- Family's pastor, priest, rabbi, imam, or spiritual leader
- Knows the family and the deceased
- Understands family's beliefs and traditions
- Provides spiritual comfort

**If the family has no clergy:**

- Agency chaplain may officiate
- The funeral home may provide an officiant
- Community clergy may volunteer

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- A family member or friend may lead
- Professional celebrant for non-religious service

### **Coordinating with clergy:**

- Contact clergy as soon as the service date is set
- Confirm availability and willingness
- Discuss family's wishes and preferences
- Provide information about the deceased
- Explain agency involvement and honors
- Coordinate ceremony elements and timing
- Arrange rehearsal
- Provide honorarium if appropriate

## Clergy's Role in Service

### **Typical clergy responsibilities:**

- Opening invocation or prayer
- Scripture readings or sacred texts
- Homily, sermon, or spiritual message
- Prayers throughout the service
- Committal at graveside
- Blessing and dismissal

### **Clergy should be informed about:**

- Deceased's life, service, and character
- Family's specific wishes
- Agency traditions and honors
- Other speakers and participants
- Timing and flow of service
- Any special elements or requests

## Music Selection

### **Music provides comfort and meaning:**

- Reflects the deceased's preferences
- Honors family's traditions
- Sets tone for service
- Provides moments for reflection
- Expresses emotions that words cannot

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**Types of music:****Religious/Sacred music:**

- Hymns and spiritual songs
- Choir or congregational singing
- Organ or piano accompaniment
- Contemporary Christian music
- Traditional religious music from the family's tradition

**Patriotic music:**

- "America the Beautiful"
- "God Bless America."
- "Battle Hymn of the Republic."
- "America" (My Country 'Tis of Thee)
- National Anthem (if appropriate)

**EMS/First Responder music:**

- "Bring Him Home" (Les Misérables)
- "The Impossible Dream."
- "Go Rest High on That Mountain."
- "I Can Only Imagine."
- "Amazing Grace" (bagpipes traditional)

**Personal favorites:**

- Deceased's favorite songs
- Songs meaningful to family
- Music from significant life events
- Contemporary or popular music if appropriate

**Instrumental music:**

- Bagpipes (traditional for public safety)
- Trumpet (Taps at graveside)
- String quartet
- Piano or organ
- Guitar

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## Coordinating Musicians

### **Identify musicians needed:**

- Organist or pianist
- Vocalist or choir
- Bagpiper
- Trumpet player (for Taps)
- Other instrumentalists
- Sound system operator

### **Coordinate with musicians:**

- Contact and confirm availability
- Provide music selections
- Discuss timing and placement in service
- Arrange rehearsal time
- Confirm sound system needs
- Provide honorarium if appropriate
- Ensure musicians know when to perform

## Sample Music Program

### **Prelude (as guests arrive):**

- Soft instrumental music
- Organ or piano
- 20-30 minutes before service

### **Processional (family enters):**

- "Amazing Grace" (instrumental)
- Hymn or sacred music
- Signals start of service

### **During service:**

- Opening hymn (congregation stands)
- Solo or choir performance
- Congregational hymn
- Instrumental reflection
- Closing hymn

### **Recessional (family exits):**

- "Going Home" or similar

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- Bagpipes if traditional
- Signals end of service

**Postlude (as guests depart):**

- Soft instrumental music
- Continues until all have exited

**Special Music Considerations**

**Bagpipes:**

- Traditional for public safety funerals
- "Amazing Grace" is the most common
- Played during processional or recessional
- May play at graveside
- Coordinate with the bagpiper well in advance

**Taps:**

- Played at the graveside for military veterans or LODD
- Live trumpet preferred over recording
- Coordinate with military or veteran organizations
- Played after flag presentation
- Signals final farewell

**Recording vs. live music:**

- Live music preferred when possible
- Recordings acceptable if live not available
- Test sound system with recordings in advance
- Have backup in case of technical issues

**Family's music preferences:**

- Religious/sacred music: \_\_\_\_\_
- Patriotic music: \_\_\_\_\_
- Personal favorites: \_\_\_\_\_
- Instrumental music: \_\_\_\_\_
- Bagpipes: Yes / No
- Special requests: \_\_\_\_\_

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## 9.6 GUEST LIST AND INVITATION PLANNING

### Determining Expected Attendance

#### **Attendance depends on:**

- Type of death (LODD typically draws the largest crowds)
- Deceased's length of service and community involvement
- Family's preference for public or private service
- Community size and support
- Media coverage and publicity

#### **Typical attendance estimates:**

##### **Type I (Full Agency Funeral):**

- 500-2,000+ attendees
- Includes public, neighboring agencies, and dignitaries
- Requires a large venue
- Significant planning and coordination

##### **Type II (Memorial Service):**

- 200-500 attendees
- Family, friends, agency, close community
- Moderate venue size
- Manageable coordination

##### **Type III (Family Service):**

- 50-200 attendees
- Primarily family and close friends
- Small to moderate venue
- Minimal agency coordination

### Guest Categories

#### **Immediate family:**

- Spouse and children
- Parents and siblings
- Grandparents
- Deceased's household members

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**Extended family:**

- Aunts, uncles, cousins
- In-laws and step-family
- Close family friends are considered "family."

**Agency personnel:**

- All agency members (on-duty and off-duty)
- Retired members
- Volunteer members
- Administrative staff

**External agencies:**

- Mutual aid partners
- Neighboring EMS agencies
- Fire departments
- Law enforcement agencies
- Dispatch centers
- Hospital partners

**Dignitaries and officials:**

- Mayor and city council
- County executives
- State legislators
- Governor (for LODD)
- Federal officials (for LODD)
- EMS and public safety leadership

**Community members:**

- Friends and neighbors
- Patients and families served
- Community organizations
- Faith community
- General public (for public service)

**Invitation Protocols****Formal invitations are typically not sent for funerals:****Version 2.0 revised 4/2/2026**

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- Public notice through obituary
- Media announcements
- Agency notifications
- Word of mouth

**Special invitations may be sent to:**

- Dignitaries and officials
- Out-of-state family
- Special guests' families want to ensure attendance
- Neighboring agencies for formal participation

**Sample invitation to dignitary:**

*Dear [Title and Name],*

*It is with deep sadness that we inform you of the line-of-duty death of Paramedic Michael Johnson of [Agency Name]. Michael died on [Date] while responding to a medical emergency.*

*The funeral service will be held on [Date] at [Time] at [Venue]. We would be honored by your attendance as we celebrate Michael's life and service to our community.*

*Please contact [Name] at [Phone] if you plan to attend so we may reserve seating for you.*

*Respectfully,*

*[Agency Director Name and Title]*

## Managing VIP and Dignitary Attendance

**See Section 5.7 for complete dignitary protocols.**

**Coordinate with dignitaries:**

- Send formal invitation
- Confirm attendance
- Coordinate with their staff/security
- Reserve seating
- Arrange for speaking role if appropriate
- Provide program and schedule
- Assign liaison for day of service
- Coordinate arrival and departure
- Manage media coverage of dignitaries

## Seating Arrangements

**Reserved seating areas:**

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**Front rows (closest to casket):**

- Immediate family
- Extended family as needed
- Family's clergy

**Next section:**

- Agency leadership
- Dignitaries and officials
- Special guests

**General reserved section:**

- Agency personnel in uniform
- Retired members
- External agencies participating in honors

**General seating:**

- Friends and community members
- Public attendees
- Overflow standing room

**Accessibility seating:**

- Wheelchair accessible areas
- Assistive listening device areas
- Near exits for those who may need to leave

## Guest Management

**Funeral Coordinator assigns:**

- Greeters at entrance
- Ushers to assist with seating
- Program distributors
- Parking attendants
- Security personnel
- Family liaison to stay with family

**Guest management responsibilities:**

- Greet all attendees warmly
- Distribute programs

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- Direct to appropriate seating
  - Assist elderly or disabled guests
  - Manage overflow seating
  - Maintain order and decorum
  - Protect family privacy
  - Coordinate with security
  - Handle any disruptions discreetly
- 

## 9.7 SPECIAL REQUESTS AND ACCOMMODATIONS

### Identifying Special Needs

#### **FLO should ask family:**

- "Are there any special accommodations we should arrange?"
- "Does anyone have accessibility needs?"
- "Are there language or communication needs?"
- "Are there any special requests for the service?"
- "Is there anything that would make this easier for your family?"

### Accessibility Accommodations

#### **Physical accessibility:**

- Wheelchair accessible venue and restrooms
- Accessible parking close to entrance
- Ramps or elevators if needed
- Seating areas for wheelchairs
- Accessible routes throughout venue
- Assistance available for those who need it

#### **Hearing accommodations:**

- Assistive listening devices available
- Sign language interpreter if needed
- Written programs with all spoken content
- Clear sight lines to speakers
- Quality sound system

#### **Visual accommodations:**

- Large print programs available
- Braille programs if requested
- Audio description if needed

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- Good lighting throughout venue
- Clear signage and wayfinding

## Language and Communication Needs

### **If family or guests speak limited English:**

- Provide interpreter for planning meetings
- Translate programs and materials
- Provide interpretation during service if desired
- Ensure FLO can communicate with family
- Respect language preferences

### **Bilingual service elements:**

- Prayers or readings in family's language
- Bilingual programs
- Speakers who can address family in their language
- Interpreter for non-family-language speakers

## Medical and Health Accommodations

### **For family members with health needs:**

- Seating near exits for those who may need to leave
- Private room for medical needs or rest
- Medical personnel on standby if needed
- Oxygen or other medical equipment accommodated
- Medication storage if needed
- Quiet space for those overwhelmed

### **For elderly or frail family members:**

- Comfortable seating with back support
- Assistance with standing/sitting
- Shorter service if needed
- Climate control for comfort
- Frequent breaks if service is long
- Transportation assistance

## Childcare and Children's Needs

### **If young children attending:**

- Quiet room or nursery available
- Childcare providers if family desires
- Children's activity bags (quiet toys, coloring)
- Snacks and drinks available

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- Changing table in restroom
- Family seating near exit for easy departure

**Age-appropriate participation:**

- Children may serve as junior pallbearers
- Children may place flowers or mementos
- Children may read poem or share memory
- Children may participate in music
- Always optional, never required

## Cultural and Religious Accommodations

**See Section 9.3 for detailed religious and cultural considerations.**

**Common accommodations:**

- Prayer rooms or quiet spaces
- Gender-separated seating if required
- Head covering requirements respected
- Dietary restrictions observed
- Ritual washing facilities if needed
- Specific timing requirements honored
- Sacred objects or symbols accommodated

## Special Requests from Family

**Common special requests:**

**Memorial displays:**

- Photo boards or video montages
- Deceased's personal items (helmet, badge, uniform)
- Hobby or interest displays
- Memory table for guests to sign or leave notes
- Candle lighting ceremony

**Participation opportunities:**

- Family members speaking or reading
- Friends sharing memories
- Colleagues offering tributes
- Children's participation
- Community involvement

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### **Symbolic gestures:**

- Releasing balloons or doves (check local regulations)
- Planting memorial tree
- Lighting candles
- Placing flowers on casket
- Final alarm or radio call

### **Recording and keepsakes:**

- Video recording of service
- Audio recording
- Professional photography (tasteful and discreet)
- Programs as keepsakes
- Memorial cards or bookmarks

## Documenting Special Requests

### **FLO documents all special requests:**

- Request: \_\_\_\_\_
- Coordinator assigned: \_\_\_\_\_
- Resources needed: \_\_\_\_\_
- Cost if any: \_\_\_\_\_
- Timeline: \_\_\_\_\_
- Status: \_\_\_\_\_

### **Ensure all requests are:**

- Feasible and safe
- Respectful and appropriate
- Coordinated with venue and participants
- Communicated to all involved
- Executed as promised

---

## 9.8 MEMORIAL FUNDS AND CHARITABLE DONATIONS

### Establishing Memorial Fund

#### **Memorial fund provides:**

- Financial support for family
- Scholarship for children

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- Charitable donations in deceased's name
- Community way to show support
- Ongoing legacy

### **Types of memorial funds:**

#### **Family assistance fund:**

- Direct financial support to family
- Helps with immediate expenses
- Supplements insurance and benefits
- Managed by agency or community organization

#### **Scholarship fund:**

- Educational support for deceased's children
- Annual scholarships in deceased's name
- Managed by school district or community foundation
- Lasting legacy

#### **Charitable fund:**

- Donations to cause important to deceased
- Supports organization deceased cared about
- Reflects deceased's values
- Managed by charity

## Setting Up Memorial Fund

### **Steps to establish fund:**

- Determine fund purpose and beneficiary
- Select fund administrator (agency, union, community foundation)
- Establish bank account
- Obtain tax-exempt status if possible (501(c)(3))
- Create donation procedures
- Publicize fund information
- Track all donations
- Provide receipts to donors
- Report to family regularly
- Distribute funds according to purpose

### **Fund administrator responsibilities:**

- Receive and deposit donations

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- Maintain accurate records
- Provide tax receipts
- Safeguard funds
- Distribute according to purpose
- Report to family and donors
- Ensure transparency and accountability

## Publicizing Memorial Fund

### Include fund information in:

- Obituary
- Funeral program
- Agency website
- Social media posts
- Press releases
- Community announcements

### Sample obituary language:

*"In lieu of flowers, memorial donations may be made to the Michael Johnson Memorial Fund, c/o [Agency Name], [Address]. Donations will support Michael's children's education."*

### Sample program language:

*"The family requests that memorial contributions be made to the Michael Johnson Scholarship Fund. Donations may be sent to [Address] or made online at [Website]. All donations are tax-deductible and will support scholarships for local students pursuing careers in emergency medical services."*

## Managing Donations

### Donation tracking:

- Record donor name and contact information
- Record donation amount and date
- Record donation method (check, cash, online)
- Provide receipt for tax purposes
- Send thank-you note
- Update family on total donations
- Maintain confidentiality of donor information

### Thank-you notes:

- Sent by family or on family's behalf

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- Acknowledge donation and express gratitude
- Explain how funds will be used
- Provide tax receipt information

**Sample thank-you note:**

*Dear [Donor Name],*

*Thank you for your generous donation to the Michael Johnson Memorial Fund. Your kindness and support mean so much to our family during this difficult time.*

*Your contribution will help provide for Michael's children's education, ensuring that his legacy of service and dedication continues through them.*

*With heartfelt gratitude,  
The Johnson Family*

## Alternative to Flowers

**Many families prefer donations over flowers:**

- Flowers are beautiful but temporary
- Donations provide lasting support
- Reflects values of service and giving
- Reduces overwhelming number of flower arrangements

**If family prefers flowers:**

- Respect their wishes
- Coordinate flower delivery to venue
- Arrange for flowers to be taken to cemetery
- Offer flowers to family after service
- Donate flowers to nursing homes or hospitals

## Long-Term Fund Management

**For ongoing scholarship or memorial funds:**

- Establish selection criteria
- Create application process
- Form selection committee
- Award scholarships annually
- Publicize awards and recipients
- Invite family to participate in selection
- Maintain fund in perpetuity if possible
- Report annually to donors and family

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**See Section 14 for long-term commemoration and scholarship programs.**

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## 9.9 BUDGET AND FINANCIAL PLANNING

### Funeral Costs Overview

#### **Typical funeral expenses:**

#### **Funeral home services:**

- Basic services fee: \$2,000-\$3,000
- Embalming: \$500-\$800
- Preparation and dressing: \$200-\$400
- Casket: \$2,000-\$10,000+
- Vault: \$1,000-\$3,000
- Viewing/visitation: \$400-\$600
- Funeral service: \$400-\$600
- Hearse: \$300-\$400
- Limousine: \$200-\$400 per vehicle

#### **Cemetery costs:**

- Burial plot: \$1,000-\$5,000
- Opening and closing grave: \$1,000-\$2,000
- Grave marker or headstone: \$1,000-\$5,000+
- Perpetual care fee: \$200-\$500

#### **Additional costs:**

- Clergy honorarium: \$200-\$400
- Musicians: \$200-\$500
- Programs and memorial cards: \$200-\$500
- Flowers: \$500-\$2,000
- Reception: \$500-\$3,000+
- Death certificates: \$20-\$50 each (need 15-20)

**Total typical cost: \$10,000-\$25,000+**

### Who Pays for Funeral

#### **Funding sources:**

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**Family's responsibility:**

- Funeral home and cemetery costs
- Personal choices (casket, flowers, etc.)
- Reception if family-hosted

**Agency may cover:**

- Honor guard services
- Agency participation costs
- Programs and materials
- Reception if agency-hosted
- Transportation for agency personnel

**Workers' compensation:**

- Funeral and burial expenses up to \$10,000 (Wisconsin)
- Paid directly to funeral home or reimbursed to family

**Life insurance:**

- Proceeds paid to beneficiary
- Can be used for funeral expenses
- May take weeks to receive

**PSOB:**

- Does not cover funeral expenses
- Death benefit paid months later
- Cannot be used for immediate costs

**Community donations:**

- Memorial fund contributions
- Community fundraisers
- Donated services (catering, flowers, etc.)

## Financial Planning with Family

**FLO should discuss finances sensitively:**

*"Mrs. Johnson, I know this is a difficult topic, but we need to discuss the financial aspects of the funeral. There are several sources of funding available, and we want to make sure you understand all your options. You don't have to make any decisions right now, but I want you to know what resources are available."*

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**Discuss with family:**

- Estimated funeral costs
- Workers' compensation coverage (\$10,000)
- Life insurance proceeds and timeline
- Memorial fund donations
- Agency financial assistance if available
- Payment options with funeral home
- What family can afford comfortably
- Avoiding financial hardship

## Agency Financial Assistance

**Agency may provide:**

- Emergency fund for immediate expenses
- Advance on workers' comp or benefits
- Loan to be repaid from insurance proceeds
- Grant that doesn't require repayment
- Fundraising to support family

**Union or association may provide:**

- Death benefit (typically \$1,000-\$5,000)
- Emergency assistance fund
- Fundraising support
- Coordination of community donations

## Avoiding Financial Exploitation

⚠ **CRITICAL:** Protect family from financial pressure or exploitation during vulnerable time. Ensure all financial decisions are informed and voluntary.

**FLO should:**

- Accompany family to funeral home meetings
- Review all contracts before family signs
- Ensure family understands all costs
- Prevent upselling of unnecessary services
- Advocate for family's financial interests
- Connect family with financial counselor if needed

**Red flags:**

- Pressure to make immediate decisions

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- Upselling expensive caskets or services
- Unclear or hidden fees
- Contracts family doesn't understand
- Services family doesn't want or need

**Family should:**

- Take time to review all options
- Ask questions about all costs
- Compare prices if desired
- Choose services that fit their budget
- Not feel pressured to overspend
- Seek advice from trusted advisor

**Budget Worksheet**

**Use this worksheet to track funeral expenses:**

Expense Category	Estimated Cost	Actual Cost	Paid By	Status
Funeral home basic services	\$	\$		<input type="checkbox"/>
Casket/urn	\$	\$		<input type="checkbox"/>
Vault	\$	\$		<input type="checkbox"/>
Burial plot	\$	\$		<input type="checkbox"/>
Opening/closing grave	\$	\$		<input type="checkbox"/>
Headstone	\$	\$		<input type="checkbox"/>
Clergy	\$	\$		<input type="checkbox"/>
Musicians	\$	\$		<input type="checkbox"/>
Programs	\$	\$		<input type="checkbox"/>
Flowers	\$	\$		<input type="checkbox"/>
Reception	\$	\$		<input type="checkbox"/>
Death certificates	\$	\$		<input type="checkbox"/>
Other: _____	\$	\$		<input type="checkbox"/>
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>		

**Funding sources:**

- Workers' compensation: \$10,000
- Life insurance: \$\_\_\_\_\_

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- Memorial fund: \$ \_\_\_\_\_
  - Agency assistance: \$ \_\_\_\_\_
  - Family funds: \$ \_\_\_\_\_
  - **TOTAL AVAILABLE: \$ \_\_\_\_\_**
- 

## 9.10 TIMELINE DEVELOPMENT

### Funeral Planning Timeline

**Typical timeline from death to funeral: 7-10 days**

**Day 1 (Incident day):**

- Death occurs
- Family notified
- Agency notified
- Investigation begins
- FLO assigned
- Media notified (after family)

**Day 2:**

- Family meets with FLO
- Funeral home selected
- Initial planning begins
- Autopsy conducted (if required)
- Benefits Coordinator assigned

**Day 3:**

- Family meets with funeral home
- Service type and venue selected
- Clergy contacted
- Date and time set
- Obituary drafted

**Day 4:**

- Obituary published
- Funeral planning continues
- Agency coordination begins

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- External agencies notified
- Honor guard contacted

**Day 5:**

- Service details finalized
- Programs designed
- Music and speakers confirmed
- Reception planned
- Procession route planned

**Day 6:**

- Viewing/visitation (evening)
- Family receives guests
- Agency personnel pay respects
- Final preparations for funeral

**Day 7:**

- Viewing/visitation continues (if multi-day)
- Rehearsal conducted
- Final coordination meeting
- All participants briefed

**Day 8 (Funeral day):**

- Funeral service
- Procession to cemetery
- Graveside committal
- Reception
- Family supported throughout

**Days 9-10:**

- Thank-you notes begin
- After-action review
- Transition to long-term support
- Benefits applications begin

## Factors Affecting Timeline

**Timeline may be shorter if:**

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- Religious requirements (Jewish, Islamic burial within 24-48 hours)
- Family preference for quick burial
- No autopsy required
- Simple service planned

**Timeline may be longer if:**

- Complex investigation
- Delayed autopsy results
- Out-of-state family travel
- Venue availability
- Large, complex service planned
- Holiday or weekend timing

## Daily Planning Checklist

**Use this checklist to track daily progress:**

**Day 1:**

- Family notified
- Agency notified
- FLO assigned
- Investigation initiated
- Media notified
- Command post established

**Day 2:**

- Family meeting conducted
- Funeral home selected
- Service type discussed
- Autopsy conducted
- Benefits Coordinator assigned

**Day 3:**

- Funeral home meeting
- Venue selected and reserved
- Date and time set
- Clergy contacted
- Obituary drafted and submitted

**Day 4:**

- Obituary published
- Agency coordination begins
- External agencies notified

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- Honor guard contacted
- Procession planning begins

**Day 5:**

- Service details finalized
- Programs designed
- Music confirmed
- Speakers confirmed
- Reception venue reserved

**Day 6:**

- Viewing/visitation conducted
- Family supported
- Agency personnel attend
- Final preparations completed

**Day 7:**

- Continued viewing if multi-day
- Rehearsal conducted
- Final coordination meeting
- All participants briefed

**Day 8:**

- Funeral service executed
- Procession conducted
- Graveside committal
- Reception hosted
- Family supported

**Days 9-10:**

- After-action review
- Thank participants
- Begin thank-you notes
- Transition to long-term support

---

## 9.11 FAMILY-CENTERED DECISION MAKING

### Core Principle: Family First

**⚠ CRITICAL:** Every decision must be guided by the question: "What does the family want?" Agency traditions and preferences are secondary to family's wishes.

### Family-centered approach means:

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- Family's preferences take precedence
- Family makes all major decisions
- Agency adapts to family's wishes
- Family is never pressured or directed
- Family's grief is respected and supported

## Empowering Family to Make Decisions

### **FLO should:**

- Provide options, not directives
- Explain choices clearly
- Allow time for family to decide
- Respect family's decisions
- Support family's choices even if different from agency preference

### **Sample language:**

*"Mrs. Johnson, here are the options available to you. There's no right or wrong choice—this is entirely about what feels right to you and your family. Take your time, and let me know what you decide. We'll support whatever you choose."*

## When Family is Overwhelmed

### **If family cannot make decisions:**

- Simplify choices to essential decisions only
- Offer to make minor decisions on family's behalf
- Suggest what "most families choose" as guidance
- Allow family to delegate decisions to trusted person
- Make reversible decisions when possible
- Check back with family before finalizing

### **Sample approach:**

*"I know this is overwhelming. Let's focus on just the most important decisions right now. For the smaller details, I can suggest what most families choose, and you can tell me if that sounds okay or if you'd prefer something different. Does that help?"*

## Respecting Family's "No"

### **Family may decline:**

- Full agency funeral honors
- Public service

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- Media coverage
- Agency participation
- Viewing or visitation
- Reception
- Any element of traditional funeral

**Agency must respect family's decisions:**

- No pressure or persuasion
- No guilt or obligation
- No judgment
- Full support regardless
- Alternative ways to honor deceased

**Sample response to family's "no":**

*"We completely understand and respect your decision. This is about what's right for your family. We'll support you in whatever way you need, and we'll honor Michael in the way that feels right to you."*

## Balancing Family and Agency Needs

**Occasionally family's wishes conflict with agency needs:**

- Family wants private service; agency wants to honor publicly
- Family wants quick burial; agency needs time to coordinate
- Family wants minimal involvement; agency wants full honors

**Resolution approach:**

1. Family's wishes take priority
2. Explain agency's perspective respectfully
3. Seek compromise if possible
4. Offer alternative solutions
5. Accept family's final decision
6. Agency can hold separate memorial if needed

**Sample conversation:**

*"Mrs. Johnson, I understand you prefer a small, private service. We respect that completely. Many of Michael's colleagues would like to pay their respects. Would you be comfortable with a brief agency memorial service at a separate time? That way you can have the private family service you want, and the agency can honor Michael as well. But if you'd prefer not, we'll respect that too."*

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## Documenting Family's Decisions

### **FLO documents all family decisions:**

- Service type selected
- Venue chosen
- Date and time set
- Clergy selected
- Music choices
- Speakers confirmed
- Burial or cremation
- Viewing preferences
- Reception plans
- Special requests
- Declined options

### **Documentation ensures:**

- Family's wishes are honored
- All coordinators know family's preferences
- No confusion or conflicting information
- Family doesn't have to repeat decisions
- Accountability for honoring family's choices

## Final Family Meeting Before Service

### **Schedule final meeting 1-2 days before funeral:**

#### **Purpose:**

- Review all plans and decisions
- Confirm family is comfortable with everything
- Make any last-minute changes
- Answer any remaining questions
- Reassure family of support

#### **FLO reviews:**

- Complete timeline of events
- Who will be where and when
- What family needs to do (very little)
- What agency will handle
- How family will be supported
- Emergency contacts and backup plans
- Any concerns or questions

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**Sample closing:**

*"Mrs. Johnson, we've planned everything according to your wishes. On the day of the funeral, your only job is to be present and grieve. We'll take care of everything else. I'll be with you the entire time, and you can ask me anything or tell me if you need anything. We're here to support you and honor Michael in the way you've chosen."*

---

## SECTION 10: FUNERAL & MEMORIAL SERVICE EXECUTION

**Purpose:** To execute the funeral or memorial service with dignity, precision, and compassion, honoring the deceased and supporting the family while managing all logistical details.

---

### 10.1 PRE-SERVICE CHECKLIST (48 HOURS BEFORE)

#### Final Coordination Meeting

**Schedule final coordination meeting 48 hours before service:**

**Attendees:**

- Incident Commander
- Funeral Coordinator
- Family Liaison Officer
- Church/Ceremony Coordinator
- Procession Coordinator
- Honor Guard Liaison
- PIO
- All section chiefs

**Agenda:**

- Review complete timeline
- Confirm all assignments
- Review contingency plans
- Address any outstanding issues
- Confirm family's final wishes
- Review communication protocols
- Confirm all resources in place

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## Venue Preparation Checklist

### **Church/Ceremony Coordinator ensures:**

- Venue reserved and confirmed
- Seating arranged per plan
- Reserved seating marked
- Sound system tested
- Microphones tested (podium, handheld, lapel)
- Lighting appropriate
- Climate control set
- Restrooms stocked and clean
- Accessibility accommodations in place
- Signage posted (parking, entrances, restrooms, reserved seating)
- Programs printed and ready
- Memorial displays set up
- Flowers arranged
- Casket or urn placement confirmed
- Honor guard positions marked
- Family private room prepared
- Media area designated (if applicable)
- Security briefed
- Emergency exits clear
- First aid kit available

## Personnel Assignments Confirmed

### **Funeral Coordinator confirms all assignments:**

- Greeters (2-4 people)
- Ushers (4-6 people)
- Program distributors (2-3 people)
- Parking attendants (2-4 people)
- Security personnel (as needed)
- Honor guard members
- Pallbearers (6-8 people)
- Clergy and speakers
- Musicians
- Sound system operator
- Photographer/videographer (if applicable)
- Family liaison (FLO)
- Dignitary liaison (if needed)

### **Each person receives:**

- Written assignment and responsibilities

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- Timeline and schedule
- Contact information for coordinators
- Dress code and appearance standards
- Arrival time and location

## Communications Check

### Ensure all communication systems working:

- Cell phones charged and tested
- Radio channels assigned and tested
- Contact list distributed to all coordinators
- Backup communication methods identified
- Command post phone number publicized

## Contingency Planning

### Prepare for potential issues:

#### Weather contingencies:

- Outdoor ceremony backup plan
- Umbrellas available
- Tent or canopy if needed
- Heating or cooling backup

#### Personnel contingencies:

- Backup for every key role
- On-call personnel identified
- Substitutes briefed and ready

#### Equipment contingencies:

- Backup sound system
- Backup microphones
- Backup music (recording if live fails)
- Generator if power fails

#### Family contingencies:

- Medical personnel on standby
- Private room for family emergencies
- Transportation backup
- Childcare backup

## Final Family Contact

### FLO contacts family 24 hours before service:

- Confirm family is ready

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- Review timeline for family
- Confirm transportation arrangements
- Confirm family's arrival time
- Answer any last-minute questions
- Reassure family of support
- Provide FLO's cell phone number
- Confirm family knows what to expect

**Sample conversation:**

*"Mrs. Johnson, I wanted to check in with you before tomorrow. Everything is ready, and we'll be there to support you every step of the way. You and your family should arrive at 9:30 AM, and I'll meet you at the side entrance. Do you have any questions or concerns? Remember, I'll be with you the entire time, and you can ask me anything."*

---

## 10.2 VIEWING/VISITATION LOGISTICS

### Purpose of Viewing/Visitation

**Viewing provides:**

- Opportunity for family and friends to pay respects
- Closure through seeing deceased
- Social support for family
- Community expression of sympathy
- Transition before funeral service

**Viewing options:**

- Private family viewing only
- Public visitation (1-2 hours before funeral)
- Extended visitation (evening before funeral)
- Multi-day visitation
- No viewing (closed casket or cremation)

### Viewing Schedule

**Typical viewing schedule:**

**Private family viewing:**

- 1 hour before public visitation
- Family only

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- Quiet, private time
- FLO present for support

**Public visitation:**

- 2-4 hours before funeral, or
- Evening before funeral (5:00-8:00 PM)
- Open to all
- Receiving line or informal

**Day-of viewing:**

- 1-2 hours before funeral service
- Allows guests to pay respects before service
- Family may or may not be present

**Viewing Logistics**

**Funeral home or church coordinator ensures:**

- Casket positioned appropriately
- Open or closed per family's wishes
- Flowers arranged around casket
- Memorial displays set up
- Guest book and pens available
- Memorial cards or programs available
- Seating for family
- Tissues available
- Soft music playing
- Lighting appropriate (soft, respectful)
- Climate comfortable
- Parking attendants in place
- Greeters at entrance
- Security if needed

**Supporting Family During Viewing**

**FLO responsibilities during viewing:**

- Arrive before family
- Ensure everything is ready
- Greet family and provide support
- Stay with family throughout
- Manage receiving line if family desires
- Shield family from overwhelming situations
- Provide breaks for family as needed

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- Ensure family has water, tissues, seating
- Manage time so family isn't exhausted
- Coordinate with funeral home staff

**Receiving line protocol:**

- Family stands near casket
- Guests approach, offer condolences, move on
- FLO stands nearby to assist
- Limit time if line is long
- Provide breaks for family
- Elderly family members may sit

**If family prefers not to stand in line:**

- Family sits in private area
- Guests view and sign book
- Family mingles informally if desired
- Less formal, less exhausting

## Managing Guests at Viewing

**Greeters and ushers:**

- Welcome all guests warmly
- Direct to guest book
- Provide memorial cards or programs
- Direct to casket or family
- Assist elderly or disabled guests
- Maintain respectful atmosphere
- Manage flow to prevent crowding
- Handle any disruptions discreetly

**Guest book:**

- Placed at entrance
- Guests sign name and address
- Provides record of attendees
- Family treasures as keepsake
- May include space for messages

## Agency Personnel Attendance at Viewing

**Agency personnel should:**

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- Attend in uniform (if on-duty) or appropriate civilian attire
- Pay respects to deceased
- Offer condolences to family
- Keep visits brief to allow others
- Maintain professional demeanor
- Support each other

**Honor guard may:**

- Stand vigil at casket
- Rotate every 30 minutes
- Maintain silent, respectful presence
- Provide ceremonial honor

**Closing Viewing**

**At end of viewing:**

- Announce 15-minute warning
- Allow final guests to pay respects
- Give family final private time if desired
- Close casket if family requests
- Secure venue for night
- Ensure family has transportation home
- Remind family of next day's schedule

**10.3 FUNERAL SERVICE PROGRAM DEVELOPMENT**

**Purpose of Funeral Program**

**Program provides:**

- Order of service for guests
- Information about deceased
- Keepsake for family and friends
- Guidance for participation (standing, sitting, singing)
- Tribute to deceased's life

**Program Content**

**Cover:**

- Deceased's name

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- Dates of birth and death
- Photo (optional but common)
- "In Loving Memory" or similar phrase
- Agency logo or emblem (if appropriate)

**Inside pages:**

**Order of Service:**

- Prelude
- Processional
- Opening prayer or invocation
- Hymn or song
- Scripture readings
- Eulogies and tributes
- Special music
- Homily or message
- Closing prayer
- Recessional
- Postlude

**Obituary or Life Summary:**

- Brief biography
- Career highlights
- Family information
- Hobbies and interests
- Community involvement
- Survived by (family members)

**Acknowledgments:**

- Family's thanks to supporters
- Appreciation for attendance
- Memorial fund information
- Reception information

**Back cover:**

- Poem, prayer, or quote
- Additional photo

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- Pallbearers' names
- Honorary pallbearers

## Sample Program Layout

[FRONT COVER]

[Photo of Deceased]

In Loving Memory of

MICHAEL JAMES JOHNSON  
Paramedic  
[Agency Name]

June 15, 1985 - March 10, 2024

[Agency Emblem]

---

[INSIDE LEFT]

ORDER OF SERVICE

Prelude

Instrumental Music

Processional

"Amazing Grace" - Bagpipes

Opening Prayer

Reverend John Smith

Hymn

"How Great Thou Art"

Scripture Reading

Psalm 23

Eulogy

Chief Robert Williams

Tribute from Colleagues

Paramedic Sarah Martinez

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Special Music

"Go Rest High on That Mountain"

Performed by [Name]

Homily

Reverend John Smith

Closing Prayer

Recessional

"Going Home" - Bagpipes

---

[INSIDE RIGHT]

CELEBRATING THE LIFE OF  
MICHAEL JAMES JOHNSON

Michael Johnson was born on June 15, 1985, in Madison, Wisconsin, to Robert and Mary Johnson. He graduated from Madison West High School in 2003 and earned his Paramedic certification from Madison Area Technical College in 2005.

Michael served the community as a Paramedic with [Agency Name] for 18 years. He was known for his compassion, skill, and dedication to helping others. Michael received numerous commendations for his outstanding service and was respected by colleagues and patients alike.

Michael married his high school sweetheart, Jennifer, in 2007. Together they raised two wonderful children, Emma (14) and Jack (11). Michael was a devoted husband and father who loved coaching his kids' soccer teams and camping with his family.

In his free time, Michael enjoyed fishing, woodworking, and volunteering with the local youth mentoring program. He had a gift for making everyone feel valued and cared for.

Michael is survived by his wife Jennifer; children Emma and Jack; parents Robert and Mary Johnson; sister Lisa (Tom) Anderson; and numerous extended family members and friends.

---

[BACK COVER]

Do not stand at my grave and weep,

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I am not there, I do not sleep.  
I am a thousand winds that blow,  
I am the diamond glints on snow.  
I am the sunlight on ripened grain,  
I am the gentle autumn rain.  
When you awaken in the morning's hush,  
I am the swift uplifting rush  
Of quiet birds in circled flight.  
I am the soft stars that shine at night.  
Do not stand at my grave and cry,  
I am not there, I did not die.

---

PALLBEARERS  
[Names]

HONORARY PALLBEARERS  
All Members of [Agency Name]

---

In lieu of flowers, memorial donations may be made to:  
Michael Johnson Memorial Scholarship Fund  
c/o [Agency Name]  
[Address]

---

A reception will follow the graveside service at:  
[Venue Name and Address]

## Program Production

### Timeline:

- Draft program 5 days before service
- Family reviews and approves 4 days before
- Final edits 3 days before
- Print 2 days before
- Deliver to venue day before

### Printing:

- Print 25-50% more than expected attendance
- Quality paper and printing
- Color if budget allows

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- Folded or booklet format
- Professional appearance

**Distribution:**

- Placed on chairs before service, or
- Handed to guests as they enter
- Extras available at entrance
- Save copies for family and archives

## 10.4 CEREMONY FLOW AND TIMING

### Typical Funeral Service Timeline

**2 hours before service:**

- Coordinators arrive
- Final venue check
- Sound system tested
- Programs distributed to seats
- Flowers and displays arranged

**1.5 hours before:**

- Greeters and ushers arrive
- Parking attendants in place
- Security briefed
- Honor guard arrives and prepares

**1 hour before:**

- Clergy and musicians arrive
- Speakers arrive and are briefed
- Pallbearers arrive and are briefed
- Guests begin arriving
- Prelude music begins

**30 minutes before:**

- Family arrives at private entrance
- FLO greets and supports family
- Family has private time
- Dignitaries arrive and are seated
- Agency personnel arrive and are seated

**15 minutes before:**

- Honor guard takes positions

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- Pallbearers ready
- Clergy and participants ready
- Family ready to process

**Service begins (on time):**

- Processional music begins
- Clergy enters
- Casket processed by pallbearers
- Honor guard escorts
- Family processes and is seated

**Service (45-90 minutes):**

- Opening prayer (3 minutes)
- Hymn or song (4 minutes)
- Scripture reading (3 minutes)
- Eulogy (10 minutes)
- Tributes (5-10 minutes each)
- Special music (4 minutes)
- Homily or message (15-20 minutes)
- Closing prayer (3 minutes)
- Announcements (2 minutes)

**Service concludes:**

- Recessional music begins
- Family exits first
- Pallbearers process casket
- Honor guard escorts
- Clergy exits
- Guests dismissed row by row

**After service:**

- Family has private time if desired
- Casket loaded into hearse
- Procession forms
- Guests directed to vehicles
- Procession departs for cemetery

## Ceremony Flow Details

**Processional:**

- Clergy enters first

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- Casket carried by pallbearers
- Honor guard flanks casket
- Family follows casket
- Processional music plays
- All stand

#### **Opening:**

- Clergy welcomes all
- Opening prayer
- Invites all to be seated
- Sets tone for service

#### **Readings and Music:**

- Scripture or meaningful readings
- Hymns or songs
- Congregation may participate
- Provides reflection time

#### **Eulogies and Tributes:**

- Clergy or family member speaks first
- Agency representative speaks
- Colleague or friend speaks
- Keep to time limits (10 minutes each)
- Emotional but composed

#### **Homily or Message:**

- Clergy provides spiritual message
- Comfort and hope
- Reflection on life and death
- 15-20 minutes

#### **Closing:**

- Final prayer
- Committal words
- Announcements (procession, reception)
- Blessing

#### **Recessional:**

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- Family exits first
- Casket processed out
- Honor guard escorts
- Clergy exits
- Recessional music plays
- All stand

## Timing Management

### **Ceremony Coordinator manages timing:**

- Keeps service on schedule
- Signals speakers when time is up
- Adjusts if running long
- Ensures smooth transitions
- Coordinates with musicians and clergy

### **If service runs long:**

- Skip or shorten less essential elements
- Limit number of speakers
- Shorten musical selections
- Keep homily concise
- Maintain dignity while managing time

## 10.5 PERSONNEL ASSIGNMENTS AND POSITIONING

### Honor Guard Positioning

#### **Honor guard responsibilities:**

- Escort casket into and out of service
- Stand vigil during service (optional)
- Present flag at graveside
- Provide ceremonial honors

#### **Positioning:**

- Flank casket during processional and recessional
- Stand at attention at front of sanctuary during service, or
- Sit in reserved section if not standing vigil
- Maintain military bearing and precision

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**See Section 11 for complete honor guard protocols.**

## Pallbearer Assignments

### **Pallbearers carry casket:**

- 6-8 pallbearers (6 active, 2 alternate)
- Typically agency colleagues or family members
- Should be similar height if possible
- Physically able to carry casket (200-400 lbs)

### **Pallbearer responsibilities:**

- Arrive 1 hour before service
- Receive briefing from coordinator
- Practice carrying casket
- Carry casket into service
- Sit in reserved seating during service
- Carry casket out of service
- Load casket into hearse
- Carry casket at graveside
- Maintain dignity and composure

### **Pallbearer positioning:**

- Three on each side of casket
- Tallest in middle, shorter at ends
- Synchronized movements
- Slow, measured pace
- Maintain level casket

## Usher and Greeter Assignments

### **Greeters (2-4 people):**

- Welcome guests at entrance
- Provide programs
- Direct to ushers
- Assist elderly or disabled
- Maintain warm, respectful demeanor

### **Ushers (4-6 people):**

- Escort guests to seats
- Seat family in reserved section
- Seat dignitaries in reserved section
- Seat agency personnel together

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- Manage overflow seating
- Dismiss rows after service
- Direct guests to procession or reception

## Speaker and Participant Positioning

### **Speakers sit in front row or designated area:**

- Clergy
- Eulogists
- Tribute speakers
- Musicians

### **Speakers should:**

- Arrive 30 minutes early
- Check microphone and sound
- Review remarks
- Know when they speak
- Keep to time limit
- Speak clearly and slowly
- Maintain composure

## Family Positioning

### **Family sits in front rows:**

- Immediate family in first row
- Extended family in next rows
- Reserved seating clearly marked
- Tissues and water available
- FLO sits with or near family

### **Family should:**

- Arrive through private entrance
- Have private time before service
- Process in after casket
- Be seated first
- Exit first after service
- Have privacy as needed

---

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## 10.6 MANAGING DIGNITARIES AND VIP ATTENDEES

### Dignitary Coordination

**See Section 5.7 for complete dignitary protocols.**

#### **Assign dignitary liaison:**

- Greets dignitaries on arrival
- Escorts to reserved seating
- Provides program and information
- Coordinates speaking role if applicable
- Manages media coverage of dignitaries
- Coordinates departure

#### **Dignitary seating:**

- Reserved section near front
- Clearly marked
- Appropriate for their position
- Accessible and comfortable

#### **Dignitary participation:**

- May offer remarks if invited
- Typically 3-5 minutes
- Coordinate with clergy and family
- Brief on timing and expectations

### VIP Arrival and Departure

#### **Coordinate VIP logistics:**

- Confirm arrival time
- Arrange parking or drop-off
- Assign liaison to greet
- Escort to private area if needed
- Seat at appropriate time
- Coordinate departure
- Manage media coverage

#### **Security considerations:**

- Coordinate with VIP's security detail
- Ensure secure entrance and exit

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- Screen attendees if necessary
  - Maintain crowd control
  - Protect VIP and family privacy
- 

## 10.7 MEDIA MANAGEMENT AT SERVICE

### Media Access at Funeral

#### **Family decides media access:**

- Full media access (cameras in service)
- Pool camera only (one camera represents all)
- Exterior coverage only (no cameras inside)
- No media coverage (private service)

#### **If media allowed inside:**

- Designate media area (rear or balcony)
- Pool camera if multiple outlets
- No flash photography
- No movement during service
- No interviews inside venue
- Respect family privacy
- PIO coordinates all media

#### **If media outside only:**

- Designate media area away from entrance
- No blocking family or guests
- Exterior shots only
- Interviews only with willing participants
- No approaching family
- PIO available for questions

### Protecting Family from Media

#### **FLO and security ensure:**

- Family enters through private entrance
- Family shielded from cameras
- No media in family private areas
- No interviews unless family consents
- Media maintains respectful distance
- Any violations addressed immediately

\*\*See Section 5 for complete media management protocols

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# CONDENSED EMS FUNERAL PLANNING GUIDE

For Directors and Chiefs Managing Line-of-Duty Deaths and Serious Incidents

**Prepared for Emergency Medical Services Leadership**

## 1. Purpose

This guide provides EMS leaders with a structured, respectful approach to managing line-of-duty deaths (LODD) or serious injuries, ensuring dignity for the fallen and support for their families and agency.

## 2. Pre-Incident Planning

### A. Personal Information Packets

Maintain updated personnel files, including:

- Emergency contacts
- Personal wishes, photo, and service history (see our forms)

### B. Standard Operating Procedures (SOPs)

Include:

- Notifications
- Media handling
- Funeral protocols
- Staff assignments

### C. Resources

Prepare:

- Honor Guard coordination
- Equipment (flags, mourning bands)
- Contact lists (local/state/national support)

## 3. Initial Actions

### A. Scene & Communication Control

- Enforce radio/social media discipline
- Assign Public Information Officer (PIO)
- Prepare for media attention

### B. Notifications

- Notify family **in person first**
- Assign Family Liaison Officer (FLO)
- Notify agency personnel and officials
- Coordinate with Medical Examiner

### C. Investigation

- Secure scene (treat as potential crime scene)
- Preserve equipment and evidence
- Coordinate with law enforcement

### D. Support Activation

- CISM / grief counseling
- Mutual aid coverage
- Contact Honor Guard and support agencies



# CONDENSED EMS FUNERAL PLANNING GUIDE

For Directors and Chiefs Managing Line-of-Duty Deaths and Serious Incidents

**Prepared for Emergency Medical Services Leadership**

## 4. Investigation Guidelines

- Law enforcement leads the investigation
- Secure all records and evidence
- Complete autopsy (required for benefits)
- Obtain multiple certified death documents
- Control information release via PIO

## 5. Post-Incident Management

- Support family with funeral planning
- Maintain communication with personnel
- Monitor staff wellness (CISM, time off)
- Coordinate outside agency support

## 6. Family Support

### Immediate Support

- Provide transportation and presence
- Coordinate hospital/morgue access
- Assist with communication and logistics
- Shield family from media

### Ongoing Support

- Assist with funeral planning (family first)
- Provide meals, childcare, and household help
- Help manage donations/funds
- Maintain long-term contact and support

**Key Principle: Never make promises you can't keep—offer specific, actionable help.**

## 7. Notifications

### Next of Kin

- Must occur **before any public release**
- Conduct in person with a team:
  - Supervisor
  - Chaplain/clergy
- Use clear, direct language (no euphemisms)

### Key Practices

- Stay with family after notification
- Provide only confirmed facts
- Prepare family for viewing if applicable
- Protect from media exposure

### Agency Notification

- Notify all personnel quickly

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# CONDENSED EMS FUNERAL PLANNING GUIDE

For Directors and Chiefs Managing Line-of-Duty Deaths and Serious Incidents

**Prepared for Emergency Medical Services Leadership**

- Use controlled messaging (PIO-approved)

## Media

- Release only after family notification
- Use prepared statements and press kits
- Protect investigative integrity

## 8. Staff Assignments (ICS-Based)

### Key Roles

- **Manager/Director** – overall command
- **Funeral Coordinator** – event coordination
- **Family Liaison Officer (FLO)** – primary family contact
- **Public Information Officer - PIO** – media control
- **Procession Coordinator** – logistics
- **Cemetery Coordinator** – graveside operations

## 9. Funeral Considerations

### Service Types

- **Type I** – Line-of-duty death
- **Type II** – Off-duty active member
- **Type III** – Retired member

### Core Principles

- Family wishes override all traditions
- Maintain dignity, uniformity, and respect

### Common Honors (Type I)

- Flag presentation
- Honor Guard
- Bugler (Taps)
- Procession
- Rifle volley
- Last radio call

## 10. Funeral Operations (Simplified)

### General Flow

1. Viewing / Vigil (if applicable)
2. Funeral Service
3. Procession (vehicle or marching)
4. Graveside Service
5. Reception

### Graveside Key Elements

- Walk of Honor

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# CONDENSED EMS FUNERAL PLANNING GUIDE

For Directors and Chiefs Managing Line-of-Duty Deaths and Serious Incidents

**Prepared for Emergency Medical Services Leadership**

- Prayer/service
- Flag folding & presentation
- Taps
- Final dismissal

## 11. Memorials

Options include:

- Permanent memorials
- Scholarships or funds
- Annual remembrance events

**Always obtain family approval first.**

## 12. Survivor Benefits

### Critical Responsibility

Assign a liaison to ensure **all benefits are secured.**

### Key Sources

- **Federal:** PSOB (Public Safety Officers' Benefits)
- **VA:** Burial/flag support (if applicable)
- **Social Security:** Survivor benefits
- **Workers' Compensation**
- **Local/Agency benefits**

## 13. Uniform & Protocol (Summary)

### Uniform Classes

- **Class A:** Formal (funerals, ceremonies)
- **Mourning Bands**
- Worn immediately after death through the funeral (per policy)

### Salutes

- Only performed when properly covered (Class A)

## 14. Command Basics

- Attention, Parade Rest, Salute executed per military-style standards
- Maintain discipline, silence, and uniformity during ceremonies

## 15. Key Principles to Remember

- **Family comes first—always**
- **Control information**
- **Stay organized (ICS structure)**
- **Support your personnel emotionally**
- **Honor with consistency and dignity**

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# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## SECTION 1 — CRITICAL FIRST ACTIONS CHECKLIST

### WITHIN FIRST 15 MINUTES

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

### WITHIN FIRST HOUR

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

### 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

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## **WITHIN FIRST 24 HOURS**

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

## **SECTION 2 — FIRST 72 HOURS TIMELINE CHECKLIST**

### **HOUR 0–1: INCIDENT RESPONSE**

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

### **Command**

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

### **Communications**

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

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## HOURS 1–4: NOTIFICATION PHASE

### Family

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

### Agency

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

### External

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

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## 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
-

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## **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
-

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## **DAYS 2–3: COORDINATION**

### **Funeral Planning**

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

### **Logistics**

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

### **Communications**

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

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*

## Personnel Support

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



## 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

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## **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
  - Support personnel
  - Plan memorials
- 

### **MONTHS 2–12**

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

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*



## SECTION 4 — SOP DEVELOPMENT CHECKLIST

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

## SECTION 5 — ANNUAL REVIEW CHECKLIST

- Review/update SOP
- Update personal information packets
- Verify next of kin info
- Review role assignments
- Update resource directory
- Review mutual aid agreements

# EMS LINE-OF-DUTY DEATH CHECKLIST DOCUMENT

*(Extracted from Comprehensive EMS Directors Plan)*

- Conduct annual training
  - Update benefits info
  - Evaluate improvements
  - Document review
- 



## SECTION 6 — SCENE & INVESTIGATION CHECKLIST

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

## SECTION 7 — COMMAND POST CHECKLIST

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

# POLICY 10

## District Director First 60 Days Action Plan



### Purpose

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)

### 1. Review Organizational Policies

- Thoroughly read all state and district policies.
  - 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.
- 

### 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 (Optional but Recommended)

- Consider establishing a district checking account.
  - Follow all state and federal guidelines for financial compliance. See Commander.
  - Maintain transparency and accountability in all transactions. (see financial policy)
- 

## 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 maintains overall command authority
-

## 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 department leaders 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.
- 

## 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](http://WIEMSHonorGuard.org) to advertise *upcoming events*.
- 

### 11. Schedule Initial Drill Nights

- Set and publish the first six drill dates.
- Plan at least 4–6 weeks in advance to accommodate EMS schedules.
- 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.

---

## 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. KEY LEADERSHIP PRINCIPLES

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

---

## 18. SUCCESS BENCHMARK (By Day 60)

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

- Established leadership structure
- Recruited a core group of members
- Conducted multiple drill sessions
- Implemented training standards
- Initiated uniform acquisition
- Built a sustainable foundation for growth



# POLICY 11 — CENTRALIZED FINANCIAL CONTROL & COMPLIANCE

Centralized Finance • Procurement Control • Audit Compliance System

---

## I. PURPOSE AND COMMAND INTENT

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

Core Requirements:

- All funds (fundraising, donations, grants) → REMOVED immediately to State
- All spending → PRE-APPROVED through procurement system
- All payments → PROCESSED by State Treasurer
- All records → RETAINED for audit and compliance

This system ensures:

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

## III. AUTHORITY AND STRUCTURE

### 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.

The State will maintain:



## **POLICY 11 — CENTRALIZED FINANCIAL CONTROL & COMPLIANCE**

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

This provides:

- Separation of district funds (accounting)
  - Unity of control (legal/financial)
- 

### **IV. FUNDS CONTROL AND HANDLING**

#### 4.1 Mandatory Remittance

District Directors 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**

---

#### 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 Treasurer

Unauthorized purchases:



# **POLICY 11 — CENTRALIZED FINANCIAL CONTROL & COMPLIANCE**

- 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
  - Receipts
  - Approvals
  - Invoices
  - Reports
  - Supporting documents
- 

### **6.2 Mandatory Reporting**

Districts SHALL submit:

- Quarterly financial reports (minimum) and Additional reports as directed.

Each report includes:

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

## **VII. ROLES AND RESPONSIBILITIES**

District Director

- Collect and submit all funds
  - Maintain documentation integrity
  - Initiate purchase requests
  - Support reporting and audits
- 

State Treasurer



## **POLICY 11 — CENTRALIZED FINANCIAL CONTROL & COMPLIANCE**

- 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 11 — CENTRALIZED FINANCIAL CONTROL & COMPLIANCE



## XII. 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.

---

## XIII. EXECUTIVE AUTHORIZATION

Approved by Order of the Executive Board

State Commander: \_\_\_\_\_ Date: \_\_\_\_\_

Executive Officer: \_\_\_\_\_ Date: \_\_\_\_\_

Treasurer: \_\_\_\_\_ Date: \_\_\_\_\_

**POLICY 11 —  
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	<input type="checkbox"/> Fundraising <input type="checkbox"/> Donation <input type="checkbox"/> Grant <input type="checkbox"/> Other	Amount Submitted	
Source / Event / Donor		Date Funds Received	
Purpose / Notes			
Supporting documents attached	<input type="checkbox"/> Receipts <input type="checkbox"/> Donor list <input type="checkbox"/> Grant record <input type="checkbox"/> Event summary <input type="checkbox"/> 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

**POLICY 11 —**  
**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	<input type="checkbox"/> Yes <input type="checkbox"/> No
Standardized item?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Alternative requested?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Reason for exception	
District Director Approval		Date		Board Approval Required	<input type="checkbox"/> Yes <input type="checkbox"/> No
Executive Board Approval		Date		Payment Status	<input type="checkbox"/> Pending <input type="checkbox"/> Paid

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

**POLICY 11 —**  
**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	

**POLICY 11 —  
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.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
2	Each deposit had supporting source documentation.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
3	District ledger balances matched supporting records.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
4	Approved purchase requests supported purchases.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
5	Quotes or invoices were attached when required.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
6	Payments were made by the State Association rather than the district, spending outside the process.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
7	Equipment purchases matched approved standards and custodianship records.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
8	Quarterly reports were submitted on time.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
9	Exceptions or corrective actions were documented.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	
10	Records were filed and accessible for board review.	<input type="checkbox"/> Pass <input type="checkbox"/> Needs follow-up	

Reviewed By		Review Date	
Overall Status	<input type="checkbox"/> Compliant <input type="checkbox"/> Minor corrections <input type="checkbox"/> Corrective action required	Follow-Up Due	



# Policy 12

## Approved Equipment

### 12.1 Purpose

The purpose of this policy is to establish a standardized, controlled list of authorized equipment for all Honor Guard operations. This ensures uniformity in appearance, consistency in training, safety in execution, and compliance with Association procurement and financial policies.

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### 12.2 Policy Statement

All equipment utilized by districts and members of the Honor Guard shall be limited to items listed on the officially approved equipment list. No substitutions, deviations, or unauthorized purchases are permitted without prior approval from the Executive Board.

---

### 12.3 Authority

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

---

### 12.4 Standardization Requirements

To maintain a professional and disciplined appearance, all districts shall utilize identical or functionally equivalent equipment as specified on the approved list. This includes, but is not limited to:

- Rifles and rifle accessories
- Flags and flag hardware
- Flagpoles and mounting systems
- Carrying equipment and transport cases
- Ceremonial accessories and uniform-related equipment

Standardization is mandatory to ensure uniform drill execution, visual consistency, and interoperability between districts.

---

### 12.5 Authorized Equipment and Suppliers

All approved equipment shall be procured from designated vendors identified by the Association. The approved list includes specific items, quantities, and supplier sources to ensure quality, compatibility, and consistency.

The primary supplier shall be maintained through an established Association account. Additional vendors may be authorized by the Executive Board as needed.

---

### 12.6 Procurement Compliance

All equipment purchases must comply with the Association Procurement Policy and shall:

1. Be submitted through an approved Purchase Request
2. Align with items listed on the Approved Equipment List
3. Be approved by the Executive Board prior to purchase
4. Be processed and paid through the State Association

Unauthorized purchases will not be reimbursed and may result in corrective action.



# Policy 12

## Approved Equipment

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### 12.7 Safety and Operational Readiness

Approved equipment has been selected to meet established standards for safety, durability, and ceremonial function. The use of non-approved equipment is prohibited due to potential risks, including equipment failure, injury, or degradation of ceremonial standards.

Districts are responsible for maintaining all issued equipment in serviceable condition and ensuring proper storage, transport, and handling.

---

### 12.8 Training Consistency

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

---

### 12.9 Inventory and Accountability

All equipment purchased under this policy remains the property of the State Association. Districts shall:

- Maintain an inventory of assigned equipment
  - Ensure proper accountability and tracking
  - Report loss, damage, or replacement needs promptly
  - Return equipment upon request or reassignment
- 

### 12.10 Operational Support Equipment (Go Bag)

Each district shall maintain a designated "Go Bag" containing essential operational and emergency-use items. Consumable items within the Go Bag shall be replenished using district funds in accordance with procurement procedures.

---

### 12.11 Enforcement

Failure to comply with this policy may result in:

- Denial of reimbursement
  - Revocation of purchasing privileges
  - Disciplinary action as determined by the Executive Board
- 

### 12.12 Summary

The Approved Equipment List serves as the authoritative control mechanism for all Honor Guard equipment. It ensures uniformity, safety, fiscal accountability, and the preservation of professional ceremonial standards across the Association.

# Policy 12

## Approved Equipment



### District Approved Supplies

Pic/Ino link	Item	Qty
<a href="https://www.glendale.com/drillamerica-m1-garand-replica-rifle/">https://www.glendale.com/drillamerica-m1-garand-replica-rifle/</a>	DrillAmerica® M1 Garand Replica Rifle, Wt. 9LBS	2
<a href="https://www.glendale.com/drillamerica-parade-replica-rifle/">https://www.glendale.com/drillamerica-parade-replica-rifle/</a>	DrillAmerica® Parade Replica Rifle, Wt. 5LBS	Or 2
<a href="https://www.glendale.com/replica-1903-springfield-parade-rifle/">https://www.glendale.com/replica-1903-springfield-parade-rifle/</a>	Replica 1903 Springfield Parade Rifle	0
<a href="https://www.glendale.com/heavy-web-rifle-slings/">https://www.glendale.com/heavy-web-rifle-slings/</a>	Rifle sling with white nickel hardware	2
<a href="https://www.glendale.com/airline-approved-rifle-cases/?searchid=769333&amp;search_query=airline+cases">https://www.glendale.com/airline-approved-rifle-cases/?searchid=769333&amp;search_query=airline+cases</a>	Double Rifle carrier case, airline approved	2
<a href="https://www.glendale.com/rifle-case-with-or-without-imprinted/">https://www.glendale.com/rifle-case-with-or-without-imprinted/</a>	Rifle carrier soft-sided case	2
<a href="https://www.glendale.com/traditional-fit-aluminum-poles-two-piece/?searchid=769342&amp;search_query=7%27+pole">https://www.glendale.com/traditional-fit-aluminum-poles-two-piece/?searchid=769342&amp;search_query=7%27+pole</a>	8' gold 1 1/4" flag pole SOL, WI, Memorial flag ea	3
<a href="https://www.glendale.com/traditional-fit-aluminum-poles-two-piece/?searchid=769342&amp;search_query=7%27+pole">https://www.glendale.com/traditional-fit-aluminum-poles-two-piece/?searchid=769342&amp;search_query=7%27+pole</a>	9' gold 1 1/4" flag pole for USA flag	1
<a href="https://www.glendale.com/traditional-fit-aluminum-poles-telescoping/">https://www.glendale.com/traditional-fit-aluminum-poles-telescoping/</a>	Aluminum Poles, telescoping gold 1 1/4"	3
<a href="https://www.glendale.com/vinyl-flag-bag/">https://www.glendale.com/vinyl-flag-bag/</a>	Vinyl Flag Bag   Clear Front with Zipper Closure	3
<a href="https://www.glendale.com/web-flag-carriers/">https://www.glendale.com/web-flag-carriers/</a>	White Flag carrier web	3
<a href="https://www.glendale.com/parade-flagpole-carrying-case/?searchid=769338&amp;search_query=airline+cases">https://www.glendale.com/parade-flagpole-carrying-case/?searchid=769338&amp;search_query=airline+cases</a>	Soft case for pole/flag transport	2
<a href="https://www.glendale.com/airliner-flag-carrying-case-telescoping/?searchid=769336&amp;search_query=airline+cases">https://www.glendale.com/airliner-flag-carrying-case-telescoping/?searchid=769336&amp;search_query=airline+cases</a>	Flag carrier hard case/airline case	1
<a href="https://www.glendale.com/dust-cover/">https://www.glendale.com/dust-cover/</a>	Flag dust cover	4
<a href="https://www.glendale.com/fancy-spears/">https://www.glendale.com/fancy-spears/</a>	Flag Pole top Fancy Spears	3
<a href="https://www.glendale.com/gold-eagle-plastic-antique-gold-finish/">https://www.glendale.com/gold-eagle-plastic-antique-gold-finish/</a>	Eagle pole topper USA	1
<a href="https://www.glendale.com/liberty-floor-stands/">https://www.glendale.com/liberty-floor-stands/</a>	Flag bases - 15 lb gold	0
<a href="https://www.glendale.com/us-flags-indoor-parade-use-nylon/">https://www.glendale.com/us-flags-indoor-parade-use-nylon/</a>	American Flag w/fringe 3x5	1
	American flag no fringe (practice flag) 3x5 any store	2
<a href="https://www.glendale.com/star-of-life-flag/?searchid=0&amp;search_query=EMS+line+flag">https://www.glendale.com/star-of-life-flag/?searchid=0&amp;search_query=EMS+line+flag</a>	Star of Life Flag - 3' x 5' with Paramedic Symbol	1
<a href="https://www.glendale.com/state-and-territorial-flags-indoor-parade-use-nylon/">https://www.glendale.com/state-and-territorial-flags-indoor-parade-use-nylon/</a>	Wisconsin Flag w/fringe 3x5	1
<a href="https://www.glendale.com/ems-memorial-flag/?searchid=769331&amp;search_query=thin+green+line">https://www.glendale.com/ems-memorial-flag/?searchid=769331&amp;search_query=thin+green+line</a>	Memorial flag (no fringe) 3x5 blk/green	1
<a href="https://www.glendale.com/flag-accessories/">https://www.glendale.com/flag-accessories/</a>	FLAG ACCESSORIES pole attachments	3
<a href="https://www.glendale.com/cotton-web-waist-belts-white-black-navy-royal-red-includes-buckle/">https://www.glendale.com/cotton-web-waist-belts-white-black-navy-royal-red-includes-buckle/</a>	Web Belts for saber/side arm	1

GO BAG has emergency supplies that must be replenished with District funds when parts or pieces are used.



**POLICY 13**

**DISTRICT TRAINING OFFICERS FIRST SIX DRILL SESSIONS**



Wisconsin EMS Honor Guard Association, Inc

## MEMBER EVALUATION AND FINAL SKILLS

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:	
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2			
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12			
13			
14			
15.			



Wisconsin EMS Honor Guard Association, Inc

**SIGN IN FOR TRAINING**

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

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Wisconsin EMS Honor Guard Association, Inc

## SIGN IN FOR TRAINING

TRAINING DATE: \_\_\_\_\_ [ ] District Number:

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

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Wisconsin EMS Honor Guard Association, Inc

## SIGN IN FOR TRAINING

TRAINING DATE: \_\_\_\_\_ [ ] District Number:

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

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**Wisconsin EMS Honor Guard Association, Inc**

**SIGN IN FOR TRAINING**

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:	
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Wisconsin EMS Honor Guard Association, Inc

## SIGN IN FOR TRAINING

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.

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Wisconsin EMS Honor Guard Association, Inc

**MEMBER EVALUATION AND FINAL SKILLS**

Member being evaluated: \_\_\_\_\_

District Number: \_\_\_\_\_ Eval by: \_\_\_\_\_

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

<b>Commands: (Start from the position of attention)</b>	<b>Circle</b>	<b>or</b>	<b>Circle</b>
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
<b>(Member is now given rifle, start at order arms)</b>			
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, 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 14

## CHAPLAINCY MANUAL

WISCONSIN EMS HONOR GUARD ASSOCIATION, INC.

---



### 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**.
- Chaplains are appointed by the **State Commander or designee**.

#### 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

#### C. Member Support

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



## POLICY 14

# CHAPLAINCY MANUAL

### D. Documentation and Reporting

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

### E. Organizational Engagement

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

---

## 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 organizational 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

### 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 organization



## POLICY 14

### CHAPLAINCY MANUAL

#### 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
- 

#### 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**



## **POLICY 14**

### **CHAPLAINCY MANUAL**

- 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. Organization**

- 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

# POLICY 15

## PIPE AND DRUM CORPS

Wisconsin EMS Honor Guard Association



### 1. Purpose

The Pipe and Drum Corps exist to 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.

# POLICY 15

## PIPE AND DRUM CORPS



### 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

- All music shall be **ceremonially appropriate**
- Standard selections include:
  - *Amazing Grace*
  - *Going Home*
  - *Scotland the Brave* (processional/recessional as appropriate)
- 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)
-

# POLICY 15

## PIPE AND DRUM CORPS



### 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

#### 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."*

# WI EMS Honor Guard Association, Inc. Class A" Uniform size form

<b>First name*</b>		<b>Last name*</b>	
<b>Email*</b>		<b>Mobile Phone*</b>	
<b>Address*</b>			
<b>City*</b>		<b>State:</b> WI	<b>Zip / Postal code*</b>
<b>Height *</b>		<b>Weight*</b>	
<b>Honor Guard Position*</b> <input type="radio"/> Dist. Member <input type="radio"/> State Commander <input type="radio"/> Dist. Director <input type="radio"/> State Executive Officer <input type="radio"/> Dist. Executive Officer <input type="radio"/> State Training Officer <input type="radio"/> Dist. Training Officer <input type="radio"/> State Champlain <input type="radio"/> Dist. Champlain <input type="radio"/> State Champlain		<b>Cover/CAP Size *</b> <input type="radio"/> Small (20 ¾ to 22 1/8") <input type="radio"/> Medium (22 ¼ to 23 1/8") <input type="radio"/> Large (23 ¼ to 24 ½") <input type="radio"/> X Large (24 5/8 to 25")	
<b>NOTE:</b> Cap/cover White Naval style w/ Gold EMS buttons, bill is plain with Blue/Gold chin strap. <i>(emblem/device supplied by the State Association).</i>			
<b>NECK TIE</b> (EMS dark navy matched to jacket) <input type="radio"/> Velcro attach/ adjustable neck <input type="radio"/> Traditional Tie <input type="radio"/> Clip on Tie		<b>ASCOT-</b> 1 required <input type="radio"/> Gold color Adjustable Velcro Military style - One size fits all	
<b>BELT length</b> <input type="radio"/> 28" <input type="radio"/> 38" <input type="radio"/> 48" <input type="radio"/> 30" <input type="radio"/> 40" <input type="radio"/> 50" <input type="radio"/> 32" <input type="radio"/> 42" <input type="radio"/> 52" <input type="radio"/> 34" <input type="radio"/> 44" <input type="radio"/> 54" <input type="radio"/> 36" <input type="radio"/> 46" <input type="radio"/> 56"		<b>GLOVES Size:</b> <i>White Gripper Parade</i> <input type="radio"/> Small <input type="radio"/> Medium <input type="radio"/> Large <input type="radio"/> X Large <i>Velcro wrist closure straps</i>	
<b>SHOES SIZE</b> <i>Military High Gloss*</i> <input type="radio"/> Size 6 <input type="radio"/> Size 9 <input type="radio"/> Size 12 <input type="radio"/> Size 6.5 <input type="radio"/> Size 9.5 <input type="radio"/> Size 12.5 <input type="radio"/> Size 7 <input type="radio"/> Size 10 <input type="radio"/> Size 13 <input type="radio"/> Size 7.5 <input type="radio"/> Size 10.5 <input type="radio"/> Size 13.5 <input type="radio"/> Size 8 <input type="radio"/> Size 11 <input type="radio"/> Size 14 <input type="radio"/> Size 8.5 <input type="radio"/> Size 11.5 <input type="radio"/> Size 15		<b>SHOES Width</b> <input type="radio"/> D <input type="radio"/> E <input type="radio"/> 3E <input type="radio"/> Ladies M <input type="radio"/> Ladies W	
<b>CLASS A JACKET NOTES:</b> EMS Dark Navy. Custom stripes on the jacket sleeve are by position above, not years of service. Plain Epaulets. Men's jackets are double-breasted; Women may order single-breasted if the double-breasted will not lie flat across the chest. <b>CHECK HERE FOR SINGLE-BREASTED</b> <input type="radio"/>			





Wisconsin EMS Honor Guard Association, Inc.

## FINAL WISHES FORM

Privacy Statement: This information may be protected healthcare information, or subject to rules or policies regarding privacy and confidentiality. To be kept in a separate envelope within agency files.

Instructions for completing this Final Request Form: It is suggested that you complete this form with your spouse or domestic partner. If the item does not apply or you prefer not to provide the information, specify by writing "N/A" in the item. Please print or type. **UPDATE ANNUALLY.**

GENERAL INFORMATION:	
Today's Date	
Legal Name/License level	
Badge/Radio/Empl. number	
Date of Birth	
Address	
City/State/Zip	
Home Phone	
NOTIFICATIONS TO BE MADE	
Spouse/Domestic Partner	
Address	
City/State/Zip	
Home Phone	(       )       -       other: (       )       -
Children (Name/Phone/Age)	1.
	2.
	3.
Other Family (name/relation)	
Address (full)	
Phone	
PREFERENCES	
Religious preference	<input type="checkbox"/> None
Funeral Home/Cremation Services (Name/Location/Phone)	
Name and address of Cemetery/Burial site:	
Name, address, phone of church or memorial services held at:	
Minister/Pastor/Clergy of your choice (Name contact):	
Do you have a funeral plan other than this form? <input type="checkbox"/> No <input type="checkbox"/> Yes, Location:	



Wisconsin EMS Honor Guard Association, Inc.

## FINAL WISHES FORM

List any fraternal organizations, which may request/require participation (e.g., rosary, prayer service, official organizational service, etc.) at the wake or funeral (e.g., Knights of Columbus, Masons, Veterans of Foreign War, American Legion, etc.):	
List your preferences for Pallbearers and/or Honorary Pallbearers:	
I grant permission for the WI EMS Honor Guard to participate in the services and support my family and agency through tough times.	<input type="checkbox"/> Yes <input type="checkbox"/> No
I grant permission for the WIEMSHG Chaplain to participate in services	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you request an officer or member of your department to provide a eulogy? Name of individuals: (Family to decide others)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you wish the 911 Dispatch Center to page for the last call? Level 1/2	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you wish the WI EMS Honor Guard to conduct the Bell Ceremony? Level 1	<input type="checkbox"/> Yes <input type="checkbox"/> No
After the services, would you like a social gathering at the EMS station?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are there any other specific things you would like for your service? List in detail here, and if additional space is needed, please use the back of the sheet:	
Are you a military veteran?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you an active member or a retired member of the armed services?	<input type="checkbox"/> Active <input type="checkbox"/> Retired
Do you wish military honors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, will the American Flag folding/presentation be performed by the armed services, a veterans' organization, an Honor Guard, or an Agency Combination listed?	
For active members of the National Guard or Reserves, list your Commander's name and your Unit's address and telephone number.	
EMT/Medic Name PRINTED	Spouse/Domestic Partner Name PRINTED
EMT/Medic Signature	Spouse/Domestic Partner Signature
Date:	Date:
Witness PRINTED Name	Witness Signature

Keep sealed in envelope at the agency securely. Update annually. Last updated: \_\_\_\_\_



## Wisconsin EMS Honor Guard Association, Inc District "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:

### UNIFORM PARTS

- Three pairs of each size of gloves: Med, Lg, and XL
- Extra shoulder cord
- Dark Navy tie and a yellow ascot
- Microfiber shoe shine, clothes, and polish (in a sealed tight baggie)
- Four pairs show laces for dress shoes (someone always breaks one right before go time)
- Spare Cover (cap) devices, badges, and caduceus
- Extra caduceus and backers for collar pins
- Sewing kit (for emergency button repair)
- Portable clothing steamer for wrinkled flags/uniform
- 
- 
- First aid kit with band aids, blister care, pain cream (Lido), acetaminophen/NSAIDS
- Cough drops always hit members when standing guard at the *casket!*
- 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
- 
- Other items you find necessary, we didn't provide (*share with us all*)

# Wisconsin EMS Honor Guard Association, Inc.

## Skills Evaluation



Member being evaluated: \_\_\_\_\_

District: \_\_\_\_\_ Eval by: \_\_\_\_\_

Date: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_ Attempt #: 1 2 3  Final to become full member

<b>Commands: (Start from the position of attention)</b>	<b>Circle</b>	<b>Circle</b>
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
<b>The member is now given a rifle, starting with the order arms</b>		
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, DISMISSED	Pass	Fail
<b>Final score: _____ out of 20</b>	<b>Pass</b>	<b>Fail</b>

1. Copy to State Commander, copy kept in district.
2. Member agrees to maintain skills by attending 70% of all drills held annually by the district and 50% of drills held by the Association.

\_\_\_\_\_ Member signature



# PURCHASE REQUEST FORM

## PURCHASE REQUEST

District: \_\_\_\_\_

Request Date: \_\_\_\_\_

Requested By: \_\_\_\_\_

Item Description: \_\_\_\_\_

Quantity: \_\_\_\_\_

Vendor: \_\_\_\_\_

Estimated Cost: \_\_\_\_\_

Justification: \_\_\_\_\_

\_\_\_\_\_

Emergency Purchase? (Yes/No): \_\_\_\_\_

### APPROVALS

District Director: \_\_\_\_\_ Date: \_\_\_\_\_

Executive Officer/Treasurer: \_\_\_\_\_ Date: \_\_\_\_\_

Executive Board Approval: \_\_\_\_\_ Date: \_\_\_\_\_



## CHECKLIST FOR LINE OF DUTY DEATH OR SERIOUS INJURY OF EMS PERSONNEL

### LEAD EMS PERSONNEL ON DUTY:

- \_\_\_\_\_ 1. Secure the accident scene. PRESERVE ALL EVIDENCE. Control ALL radio traffic regarding the incident. Confirm the identity of the deceased. Work closely with ALL responding agencies.
- \_\_\_\_\_ 2. HOLD ALL OFF-GOING CREWS.
- \_\_\_\_\_ 3. Notification of the Service Director/Chief/Lead supervisor.
- \_\_\_\_\_ 4. NO SOCIAL MEDIA UPDATES. (Advise current duty crews to refrain from posting anything related to the incident onto social media.) Be prepared for news of the incident to come out immediately. Be prepared to make an early press release.
- \_\_\_\_\_ 5. Notify the EMS Director and Department Manager. Page ALL DUTY SUPERVISORS. Notify Charge Nurse, Hospital Administration at the hospital where the deceased is located; advise that the incident is a Line of Duty Death (LODD).
- \_\_\_\_\_ 6. Obtain the employee's emergency notification form and the Line of Duty Death Procedure Book. Prepare for family notification, in accordance with the employee's emergency contact information. Be prepared for the family to have already been notified through social media. Should family appear at the scene, assign someone to stay with them until relieved.
- \_\_\_\_\_ 7. Have all personnel, including involved dispatchers (if possible), involved with the incident, taken off the street. Provide initial defusing.
- \_\_\_\_\_ 8. Notify EMS Chaplaincy - Emergency Ministries
- \_\_\_\_\_ 9. NOTIFY MUTUAL AID PROVIDERS as soon as possible, and allow crews working to come to the designated area if necessary. Consideration should be given to the employee's other partners if they are working.
- \_\_\_\_\_ 10. Notify the Wisconsin EMS Honor Guard: 715-684-9069 or [www.wiemshonorguard.org](http://www.wiemshonorguard.org)
- \_\_\_\_\_ 11. Notify the local law enforcement agency of the details and assist with notifications as necessary.
- \_\_\_\_\_ 12. Arrange transportation for the family to the hospital, if needed.
- \_\_\_\_\_ 13. Arrange for a family liaison with your department.
- \_\_\_\_\_ 14. Prepare an area for any incoming family members, supervisors, and the Honor Guard (Someone assigned to the family). Note: Family may convene at the Hospital or EMS station.



## CHECKLIST FOR LINE OF DUTY DEATH OR SERIOUS INJURY OF EMS PERSONNEL

- \_\_\_\_\_ 15. Arrange for refreshments and food. (For family as well as a separate area for management and honor guard.)
- \_\_\_\_\_ 16. Notify off-duty personnel. Advise them of the situation, and no social media notifications are generally ongoing for several days.
- \_\_\_\_\_ 17. Consider relieving the staff who have been working. Arrange for debriefing within 72 hours, and ensure someone is assigned to care for the providers who are close to the deceased.
- \_\_\_\_\_ 18. Assign a Supervisor/Director to be the department liaison to the family and Honor Guard. This person may also serve as the family's liaison if the family does not have, or does not want, a family member or friend to represent them.
- \_\_\_\_\_ 19. A minimum of 4 staff members will be needed whenever the body is being moved. 1 staff member must stand guard until the Honor Guard arrives. If emergency personnel are transported to a medical facility, impound all clothing and equipment involved in the accident.
- \_\_\_\_\_ 20. An autopsy is required for flight crews (FAA). It is required before filing for most benefit services, such as PSOB and often Workers' Compensation. Law enforcement and the Medical Examiner/Coroner will assist in that effort from the scene or at the hospital.
- \_\_\_\_\_ 21. Law enforcement handles all investigations; therefore, you must coordinate the release of any information or notifications with the lead investigator before releasing them. Be sure your staff is fully aware that any release of information must come from leadership so as not to hinder/impede, or otherwise obstruct the investigation. Focus on the family and the agency/EMS personnel.
- \_\_\_\_\_ 22. LOCATE EMPLOYEE WISHES FORM, prepare for notification of family per the EMS Director's guidebook, and work in coordination with law enforcement for notification.
- \_\_\_\_\_ 23. Advise the family of the services provided by the WI EMS Honor Guard; often, funeral directors are assigned to work with us.
- \_\_\_\_\_ 24. Notify Workers' Compensation "First Notification of injury" within 24 hours
- \_\_\_\_\_ 25. File the POSB form as soon as possible.
- \_\_\_\_\_ 26. Prepare for planning sessions through the funeral using the EMS DIRECTORS GUIDE for LODD and Serious Injury. Find a suitable location involving family liaison, agency, funeral director, area agencies, and law enforcement. Church/clergy, etc.



**Wisconsin EMS Honor Guard Association, Inc**  
**SIGN IN FOR TRAINING AND QUARTERLY SKILLS**

TRAINING DATE: \_\_\_\_\_ [ ] District level (District) \_\_\_\_\_  
[ ] State training

LOCATION: \_\_\_\_\_

TRAINING OFFICER IN COMMAND: \_\_\_\_\_

DISTRICT DIRECTOR: \_\_\_\_\_

- TRAINING/DRILL OBJECTIVES:
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_

NAME:	e-mail:	Phone:	
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Training Officer Signature