



## Minnesota Law Enforcement Memorial Association Honor Guard

*"The Best we can do is the Least we can do."*

### Funeral Planning Kit

## Incident Commander Portfolio

This kit is intended for the Incident Commander, who will assign each of the ten remaining coordinators. These coordinators in turn, will designate individuals to oversee major tasks. Delegation of responsibility and the authority to carry it out is essential. Communication should be limited to one level up and one level down from each position. It is very easy for the Incident Commander to suffer "task overload" if he or she accepts too much responsibility for too many areas.

While large agencies have more resources to draw upon, smaller agencies can and have used this procedure to provide excellent services. Minnesota LEMA has contacts with agencies and honor guards statewide whom we've trained to serve at funerals. Many of these officers are experienced and willing to travel to assist your community. Regardless of the size of agency, experience has shown that it is best to have other agencies handle most of the details. If agency size permits, your officers could fill the major coordinator positions. If this is not possible, neighboring agencies and LEMA are always willing to provide personnel.

The Incident Commander should now open his or her portfolio. This packet will guide you through the organizational process.



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#### Organizational Timeline

Hold planning sessions. Two or three are recommended. These should be limited to the Incident Commander and the remaining nine coordinators. Also a representative from the Funeral Home and the Funeral Detail Commanders (i.e., Firing party, Casket Team, Colors team, etc.)

- A. First Planning Session – assign duties; explain responsibilities, goals, etc. Assignments should be given out with a time frame for completion. Assignments should be loosely defined at this time to allow coordinators to work with available resources and gather information. Coordinators leave and gather additional information and secure needed resources, etc.
- B. Second Planning Session – Coordinators report on progress of assignments and report changes, additions, etc.
- C. Third and Fourth Planning Sessions set only as needed and if time allows to allow Coordinators time to report on progress of assignments and report changes, additions, etc.
- D. Final Briefing – day of event – coordinators again meet to cover any last minute changes and needs.
- E. Event – Work off of plan, but remain flexible. Unforeseen obstacles will arise. See attached Order of Service samples.
- F. Hot Wash – This is most commonly done via email and documentation with the LEMA Commander or LEMA designee. Allow for a few days of recovery, and then call coordinators together to discuss the event. Focus on significant positives and negatives. Allow coordinators time to “vent.” Goal of debriefing is to assist in planning for the next unfortunate event. Members should end by covering those items that went well and according to plan. Leave meeting on a positive note.



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### Planning

#### A. Estimating the Attendance

- a. This is very difficult due to many variables involved. LEMA has helped to organize funerals with attendance from 350 to 3,000 plus officers. This does not include the family, friends and community members who attend. Some variables that can influence attendance are as follows:
  - i. **Manner of Death** – Violent or homicide usually results in more officers attending. Accidental results have fewer in attendance.
  - ii. **Proximity to Metro Area or larger Media Markets** – This factor seems to matter less and less as time goes by. However, funerals occurring within 2 hours driving time from the metro area seem to have more officers in attendance.
  - iii. **Day of Week** – Weekday funerals draw more officers than weekend funerals.
  - iv. **Quality of teletypes and arrangements** – More officers attend funerals that are preceded by informative, non-conflicting teletypes covering arrangements. Informing officers of the facilities; including number of chairs or indoor seating, and information as to clothing required and participation planned for officers.
  - v. **Weather** – Unbelievably has no noticeable effect on numbers of officers attending. We must plan for the worst and hope for the best weather.
- Media Coverage** – More Media coverage of the incident results in more officers and public attending. What is included in the media reports is a factor as well regarding facts of the officer's death, is there a suspect at large or not, family interviews and reports about the officer and family's life.

#### B. Key Personnel Major Responsibilities

- a. **Incident Commander** – Overall Officer in Charge of the entire Law Enforcement involvement in the Funeral/Event. Operates under the Incident Command System (ICS). Selects the various Coordinators. Organizes and plans planning and debriefing meetings. Coordinate information and plans between coordinators as needed. Very critical this person is selected first and then selects Family Liaison and Public Information Officers (PIO) immediately. The Incident Commander can be a member of the Fallen Officer's department or a close neighboring department. A LEMA HG member will be aiding the Incident Commander at every step.



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- b. **Family Liaison Officer** – this officer meets with the family to coordinate funeral arrangements on behalf of the department. Ascertaining the family wishes is paramount, and must precede all other planning.
- c. **Public Information Officer (PIO)** – This person coordinates contact with the media and providing teletypes to departments and officers. It is important that only one source issues teletypes with instructions to officers. Providing the media with a packet containing information about the officer, the department, and the order of service will control their intrusion into the service by using a Pool Camera Feed system. Also, providing information about the participating details helps. It is necessary to plan a space for the media to set up, where it is convenient to you, or they will run everywhere. Also, their helicopters will hover very close to the services, disrupting them. The FAA will establish temporary restricted airspace for your funeral/event if you request. Contact the Minnesota State Patrol Air Operations for assistance.
- d. **Service Coordinator** – This officer is the liaison with the funeral director, church, staff, and clergy. Works with ushers to arrange reserved seating. Also plans cues to participating units (Pipes and Drums, Firing Party, etc.). Handles on-site last minute questions at service. Needs to consider toilet and water needs of officers. Also, the need for a P.A. system for outdoor seating/standing or overflow.
- e. **Staging Coordinator** – Plans site and time for officers to arrive. Ensure parking is adequate. Arranges for refreshments and portable toilets to be on site. May hand out instruction sheets to officers on arrival.
- f. **Formation and Movement Coordinator** – This coordinator plans the location, size, shape, and movements of the officer formations.
- g. **Procession Route Coordinator** – the route coordinator is responsible for choosing the processions route and ensuring that is protected with traffic and parking control.
- h. **Cemetery Coordinator**– This officer plans the law enforcement involvement at the cemetery. Coordinates with Formation and Movement coordinator for positions of officers. Also plans space for Firing Party, Pipes and Drums, Colors, etc. Cues these units to perform. Again, portable toilets and water are considerations here depending on time and weather.



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- i. **Safety Officer** – This officer is responsible for providing water and first-aid stations and personnel to guests and officers working on the funeral. This officer has the authority to act directly to prevent an injury or render aid should one occur. This includes authority to make immediate changes in the funeral plan if necessary. This position has been typically filled by a Fire Department or Emergency Medical Services officer.
- j. **Security Officer**- This officer is responsible for the overall security of the people in attendance to include both officers and civilians. The security officer must make plans for security at the funeral site (inside and outside the venue), during the funeral procession and at the graveside service. Tactical leadership or SWAT experience is useful under this role.
- k. **LEMA Board Logistics Coordinator** – The LEMA Board will make every attempt to provide logistical assistance to include supplying large screen TV's, portable restrooms, lights, water, tents and more in instances where large attendance is expected. The LEMA Board will seek donations locally or statewide as needed depending on the geographical area of the funeral.



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### Incident Commander

#### **Reports to:**

Family Liaison Officer and the LEMA Honor Guard Commander

**Direct Reports:** LEMA Board Logistics Officer, Public Information Officer (PIO), Staging Coordinator, Formation and Movement Coordinator, Service Liaison Coordinator, Procession Coordinator, Cemetery Coordinator, Safety Officer

#### **Introduction**

The incident commander is the single most vital person in the funeral planning process. You have overall responsibility for the funeral service at the local level. You can manage this best by following the Incident Command System (ICS) protocol. We have found that by doing so, you can greatly reduce your stress and provide a high quality service to the department and the officer's family.

The Incident Command System (ICS) was created by fire departments to help them manage large fire scenes. ICS had also been adopted by emergency managers for use in managing all disasters. As a line of duty death is a disaster for your agency, your officers and staff, and their families, and many times your communities as well, we have found ICS to be very valuable.

Basically, the Incident Command System gives you a management system for use in a multitude of complex situations. You may recognize many of the titles and duties if you are familiar with ICS. Major areas of responsibility are assigned to coordinators who then assign tasks to persons of their choosing. It is very important that communication is limited to one level up and down, as well as laterally. This keeps the event organized and reduces stress along all lines. It is best to limit one person to one assignment where possible.

Minnesota LEMA is here to help you during this entire event. Our advanced planning party may already be present. Minnesota LEMA works for you and we will do as much or as little as you ask. We may function as consultants, as major function coordinators, or as task coordinators. Our strongest asset is the information we bring from participating in over 50 funerals. In addition, we have formed strong working relationships with many other units and agencies, most of whom will be available to you if needed.

On the day of the Funeral you will be the main contact between Coordinators to manage last minute changes in plans. You will likely be located at a Command Post near the service location but are free to also attend the committal service as you are able.



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### **Tasks**

#### **Day 1**

1. Select Family Liaison Officer and brief – Immediately
2. Select Public Information Officer (PIO) and brief – Immediately
3. Determine family desire for law enforcement funeral – Use Liaison Officer.
4. Meet with Family and Liaison Officer to determine date, time, and location of funeral – as soon as possible.
5. Review this portfolio and select Coordinators and set first meeting.
6. Hold first meeting of coordinators.
  - a. Explain Incident Command System (ICS).
  - b. Present overview of funeral plan – loosely defined at this point. Some of the information will not be available yet, tell them that.
  - c. Set goals and make assignments.
  - d. Schedule second session.

#### **Day 2**

1. Hold planning session of all coordinators.
2. Receive coordinator updates, review changes, and solve problems.
3. Identify additional resources needed.
4. Support and reassure.
5. Schedule next planning session as needed.

#### **Day 3**

1. Hold final planning session of coordinators.
2. Receive updates.
3. Identify additional resources needed.
4. Make final changes.
5. Support and reassure. They are doing a great job!!  
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#### **Day 4/Funeral Day**

1. Establish and staff a command post at the service location.
2. Brief for assisting units.
3. Arrival and staging of arriving officers.
4. Funeral Service.
5. Procession.
6. Cemetery Service.

This schedule may be modified due to differing time lines set by families and agencies. A four-day span is optimal.



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## Family Liaison Officer

### Reports to:

Incident Commander and the Fallen Officer Family including the spouse, children and parents

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Service Coordinator, Procession Route Coordinator, Cemetery Coordinator and Public Information Officer.

### Duties:

You are the department's representative to the family and vice versa. You should stay with the family as much as possible, and accompany them to meetings concerning funeral preparations. Provide them with phone numbers to reach you when you are home or otherwise away from them. Remember, you are the family's advocate in funeral arrangements. On occasion, departments begin to neglect the family's wishes during the planning process. Your job is to speak for them and insure their wishes are carried out. One of your primary duties is to provide information and serve the family concerning:

1. Any ongoing investigation – continually updated. Prior to media release.
2. Dispelling rumors and media mis-information.
3. Updates on the search for/status of suspects, if applicable.
4. Autopsy arrangements – when can they expect the body to be released.
5. Viewing of the officer's body. Do not discourage this – it is their right.
6. Viewing of the crime scene. They usually want very detailed information. Includes officer's squad car, if involved. Prepare a detailed walk through and explanation. Agency head or representative should conduct this, but you should be there.
7. Return of Officer's personal effects such as pens, wallet, jewelry, etc. (treat with respect – **do not bring to family in garbage bags**. These items are treasures to them). Get a duffle bag or suitcase of the officer's from the family to return items.
8. Shield family from media. They may choose a spokesperson to represent the family at press conferences. They may read a prepared statement and may elect to answer questions. Suggest that they only speak to the media at scheduled press conferences or else everyone will be asking for interviews at all times. Express to them the media is an outlet to the community. The community cares and wants to hear from the family.
9. Accompany the family to the funeral home and church. Arrange for Incident Commander and LEMA Honor Guard Commander or representative to attend as well.



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The family liaison should provide the following information to the department:

1. Does the family desire a law enforcement funeral?
2. If family does not want law enforcement funeral, will they agree to a separate law enforcement memorial service - with or without deceased officer present? Point out that the officer had two families – by blood and by badge.
3. If family does want law enforcement funeral, what services do they desire? Refer also to Sample Order of Service, attached. The Incident Commander and LEMA Honor Guard Commander or representative will explain further options and discuss these issues when they meet according to the LEMA Funeral Guidelines.
  - a. Colors (Flags) inside or outside
  - b. Pipes and Drums - inside or outside the service or at the Cemetery
  - c. "Amazing Grace"
  - d. Visiting Officers – inside or outside
  - e. Service Years Bell Toll
  - f. Processions; from the Coroner, from Funeral Home, from Service to Cemetery
  - g. Committal Service - private family or public
  - h. Caisson
  - i. Firing Party – Three Volleys
  - j. Taps
  - k. Folded Flag presentation
  - l. Caparison Horse (Riderless Horse)
  - m. 10-7 Last Call
4. Date of the funeral. Suggest 3-4 days as this is best for planning a large funeral. Families are often flexible on choosing a date and open to suggestion. You can help the funeral planning process immensely by obtaining this time for them. Explain to the family the need for this much time. Officer funerals are among the largest held in Minnesota. In the end, this is the family's decision and we will work with whatever time we are given.
5. Location of funeral – church, schools, etc. Should be appropriate to handle expected turnout. Minnesota LEMA representatives will assist in predicting crowd size; can be 750 to 5000 for on-duty deaths. Factors influencing include type of death (violent=more; accident=fewer); day of week (weekday=more; weekend=fewer) media coverage, proximity to metro area, etc. If the family strongly desires the funeral be held in their church, even though it may be small, we will work with that, no worries.



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6. Determine family's wishes concerning media access to services (church; inside or outside and cemetery). Provide this information to Public Information Officer (PIO). Common restrictions include:
  - a. One or two video cameras inside set up for pool feed to all stations
  - b. Audio only inside
  - c. Print media only inside
  - d. No restrictions (not recommended)
7. Obtain recent photographs of the officer for the Public Information Officer (PIO). To be used in media packet.
8. Obtain personal information for media packet:
  - a. Name of spouse/significant other
  - b. Names of parents – where do they live?
  - c. Children – names and ages (not required but the media and community like to know)
  - d. Hobbies and interests
  - e. Pets
9. The family works with the minister to choose the items they want in the service concerning music, scriptures, speakers, etc. We will coordinate with the minister and funeral directors to integrate military honors into the service (Casket Guard, Door Guard, and Colors Posting/Retrieving and bagpipes).



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## Minnesota LEMA Honor Guard Commander

### **Reports to:**

Incident Commander

**Communicates with:** LEMA Board Logistics Officer, Family Liaison Officer, Staging Coordinator, Processions Coordinator, Formations and Movement Coordinator, Public Information Officer and Safety Officer.

### **Duties:**

1. Minnesota LEMA is here to help during this entire event. Our advance party may already be present. Minnesota LEMA works for the Fallen Officer's Agency and Officer's Family and we will do as much or as little as you ask. We may function as consultants, as major function coordinators, or as task coordinators. Our strongest asset is the information we bring from participating in over 50 funerals. In addition, we have formed strong working relationships with many other units and agencies, most of whom will be available to assist if needed.
2. The LEMA Honor Guard Commander will assist the Incident Commander throughout the pre-planning for the Officer's Funeral.
3. The LEMA Honor Guard Commander will provide the LEMA Funeral Guidelines to assist the Family Liaison Officer.
4. The LEMA Honor Guard Commander will provide the Funeral Planning Kit and Incident Command Portfolio.
5. The LEMA Honor Guard Commander will provide the Order of Service Timeline.
6. Minnesota LEMA Honor Guard Commander directs all Honor Guards in attendance.
7. The LEMA Honor Guard will conduct an Honor Guard briefing on the morning of the service.
8. The LEMA Honor Guard Commander will designate the clergy or another person to ask those present to stand for Posting and Retiring of Colors.
9. The LEMA Honor Guard Commander will brief the Officers gathered while in mass formation before the Service on the plan for the day and to prevent spontaneous commands by uninformed officers. This briefing could occur outside the Service Facility or inside the Service Facility before the family arrives.
10. The LEMA Honor Guard Commander will provide the commands for the military honors.
  - a. At the Service site as the Family/Hearse arrives (if needed).
  - b. At the Service site as the Casket/Urn is moved from the hearse for the Visitation or Service.



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- c. After the Service as the Colors are moved from the Sanctuary to a position near the hearse.
  - d. After the Service as the Casket/Urn is moved from the Sanctuary to the Hearse.
  - e. At the Internment as the Family/Hearse arrive at the Internment site.
  - f. At the Internment as the Casket/Urn is moved from the Sanctuary to the Internment site.
  - g. After the Committal Service to direct the Final Military Honors including the Three Volleys, Taps, Flag Fold and Final Call (10-7).
  - h. After the Final Call (10-7) the Final Dismissal
  - i. Commands will include
    - i. Officers, Fall In
    - ii. Officers, Attention
    - iii. Present, Arms. Order, Arms
    - v. Parade, Rest
    - vi. Officers, Fall Out
    - vii. Officers, Dismissed
  - j. Officers should be at Order, Arms prior to the Three Volleys and held through the playing of Taps.
  - k. Officers should be moved to Parade, Rest during the flag folding and presentation.
11. Falls out and dismisses officers
- a. "On behalf of the \_\_\_\_\_ family, Chief/Sheriff \_\_\_\_\_, and the \_\_\_\_\_ (agency name), thank you for your attendance today. You are dismissed."
12. The LEMA Honor Guard Commander will coordinate with the Minnesota Police Pipe and Drum Band for bagpipes as desired for the service.
13. The LEMA Honor Guard Commander will coordinate with the Family Liaison Officer, the Cemetery Coordinator to arrange for the Final Call (10-7). This includes
- a. Arrange for the Fallen Officer's Badge or Call number according to how the Fallen Officer would answer and transmit on their law enforcement radio system.
  - b. Arrange for the Fallen Officer's squad car to be positioned at the Cemetery/Internment site and used for the Final Call (10-7).
  - c. Arrange for an individual to make the Final Call (10-7).
  - d. The Final Call (10-7) is scripted as follows:





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## Public Information Officer (PIO)

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Staging Coordinator, Processions Coordinator, Formations and Movement Coordinator and Safety Officer.

**Duties:** The Public information Officer (PIO) is the communications coordinator or spokesperson for the Funeral Planning Team. In some funerals we may call on multiple agencies to provide additional PIO's to form a PIO Team to help with communicate information from several facets of the Funeral Planning and to be on each site during the Funeral including the Service Site, the Processions, and the Cemetery Site. This person coordinates contact with the media and providing teletypes to departments and officers. It is important that only one source issues teletypes with instructions to officers. Providing the media with a packet containing information about the officer, the department, and the order of service will control their intrusion into the service by using a Pool Camera Feed system. Also, providing information about the participating details helps. It is necessary to plan a space for the media to set up, where it is convenient to you, or they will run everywhere. Also, their helicopters will hover very close to the services, disrupting them. The FAA will establish temporary restricted airspace for your funeral/event if you request. Contact the Minnesota State Patrol Air Operations for assistance.

### Task

1. Obtain briefing from Incident Commander:
  - a. Determine current status of Incident.
  - b. Identify current organization
  - c. Determine point of contact for media.
  - d. Determine current media presence.
2. Participate in Funeral Planning Meetings:
  - a. Determine constraints on information process.
  - b. Determine pre-existing agreements for information centers, Joint Information Centers
3. Prepare initial information summary as soon as possible after activation.
4. Arrange for necessary workspace, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
  - a. Service Visitation Information
    - i. Pool Camera (Service and Cemetery)



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#### b. Procession Routes Information

#### c. Cemetery Information

5. Establish contact with local and national media representatives, as appropriate.
6. Establish location of Information Center for media.
7. Establish schedule for news briefings.
8. Obtain current incident status reports from Incident Commander, Family Liaison Officer and LEMA Honor Guard Commander.
9. Observe constraints on the release of information imposed by the Incident Commander and Family Liaison Officer.
10. Obtain approval for information release from Incident Commander, Family Liaison Officer and LEMA Honor Guard Commander.
11. Confirm details to ensure no conflicting information is released.
12. Identify site and time for press briefings, and confirm participation by other Funeral Planning Team members including Incident Commander, Family Liaison Officer, LEMA Honor Guard Commander and Fallen Officer's Agency Chief Law Enforcement Officer (CLEO).
13. Send out TTY Information to Law Enforcement as needed.
14. Release news to media as agreed by Funeral Planning Team members.
15. Record all interviews and copy all news releases.
16. Contact media to correct erroneous or misleading information being provided to the public via the media and Law Enforcement Teletype and other communication resources.
17. Update off-incident agency personnel on a regular basis:
  - a. Utilize electronic mail for agency updates.
  - b. Provide standard statement which can be given to general requests for information.
18. Coordinate information releases with information staff from other impacted agencies and jurisdictions.
19. Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.
20. Attend Planning Meetings.
21. Respond to special requests for information.
22. Provide all news releases, bulletins, and summaries to incident Commander.
21. Confirm the process for the release of information concerning incident-related injuries or deaths or suspect arrests and court appearances.
22. Document all activity.



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## Service Coordinator

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Staging Coordinator, Processions Coordinator, Formations and Movement Coordinator, Safety Officer and Security Officer.

### Duties:

As Service Coordinator, you are responsible for all activities concerning the funeral services itself, primarily inside the church or building where the service will occur. You coordinate with the Family Liaison Officer to insure that the family's wishes are met and work closely with the minister, funeral directors and LEMA Honor Guard Commander. You assist with setting the order of service, with respect to law enforcement participation and military honors. The family sets the order of service concerning the minister, music, speakers, etc. You coordinate the inclusion of appropriate honors with Minnesota LEMA Honor Guard.

### Tasks:

1. Meet with Family Liaison Officer and Funeral Directors as soon as a funeral home is selected and the family has made some decisions regarding the service. The Incident Commander and Minnesota LEMA Honor Guard Commander or representative will also attend. Refer to Sample Order of Service.
2. Coordinate guest and officer seating charts – indoors, outdoors, overflow. What about dignitaries? The governor and/or attorney general frequently attend officer funerals.
3. Order of seating – refer to Sample Order of Service.
  - a. Family including close friends, Fallen Officer's agency, Fallen Officer's jurisdictional Non-law enforcement groups (Fire, Public Works, EMS), neighboring agencies, dignitaries, visiting officers, general public, and other police survivors all need consideration.
  - b. Spouses of officers from all agencies are welcome and encouraged to ride process and sit/stand with officers.

As a part of the formal planning process the LEMA Honor Guard Commander and the Local Agency Planning Team Service Coordinator arrange for special seating at Line of Duty Death Funerals in Minnesota with these special groups in mind.



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- Fallen Officer Family – including close family friends
- Fallen Officer's Agency
- Fallen Officer's Jurisdictional non-law enforcement organizations (Fire, First Response, EMS, Public Works, Agency non-sworn staff)
- Special Circumstances groups like Hospital Staff, Civilians involved in the incident, Other Officers and First Responders specifically involved in the Fallen Officer's incident and Fallen Officer's Spouse co-workers
- LEMA Survivors
- Dignitaries (Local, State and Federal)
- Fallen Officer's Neighboring Agencies (agencies within the same County as the Fallen Officer Agency and others specifically noted by the Fallen Officer's Chief Law Enforcement Officer) □  
Visiting Law Enforcement, Fire, First Responder and EMS Agencies □ General Public

A LEMA Board member will attempt to get information out regarding the funeral as soon as possible to Fallen Officer Survivors prior to the funeral. Keeping in mind these planning processes don't always go smoothly and short notice may be the norm rather than the exception.

Survivors are requested to RSVP with a LEMA Board member at least one day prior to the funeral. It is requested that Fallen Officer Survivors who intend to be present at the funeral location at least one hour prior to the funeral. Parking is not specified because at each funeral parking availability varies. Survivor early arrival ensures better parking amongst the civilian vehicles and an opportunity to find their seating well in advance.

4. Coordinate with Staging Coordinator and Formation and Movement Coordinator to plan arrival time, methods, and doorway of entry for all attending. You might need to plan separate entrances for officers and public as well as dignitaries.
5. Coordinate with Procession Coordinator the same ingress and egress of the Officer's Family, agency, other officers and dignitaries into the service facility.
6. Coordinate with Safety Officer the locations of water stations, portable toilets and first aid stations at the service facility
7. Coordinate with the Public Information Officer any information that may be important to overflow persons to plan for weather concerns (cold or hot, standing or sitting) to those attending can plan accordingly to care for themselves



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8. Create or ask for a seating chart to designate seating arrangements, this works well to explain further arrangements for your Honor Guard ushers
9. Coordinate with ushers your plan. It may be best to hold a briefing with the Honor Guards in the service facility prior to anyone arriving so you can walk and talk your plan. The Minnesota LEMA Honor Guard Commander will contact Minnesota agency honor guards to assist you.
10. Also consider video for closed circuit TV to overflow officer and public areas.



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## Staging Coordinator

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Service Coordinator, Processions Coordinator, Formations and Movement Coordinator, Public Information Officer and Safety Officer.

### Duties:

The staging officer is responsible for the assembly point for arriving officers. You select the sight and provide that information to the Incident Commander and to the information officer. Depending on the venue it may be necessary to have several staging areas to capture the squads from each direction they are arriving from so they don't create a traffic jam prior to the event. If there is more than one staging area you will have to appoint Assistant Staging Coordinators to be in charge of each staging area. Parking, portable toilets, water, and instructions should be provided to visiting officers here. Safety briefing should include caution about dehydration, frost-bite and processions driving safety as accidents frequently occur. **Tasks:**

1. Designate staging area(s)
  - a. Vehicle Staging may be multiple areas for different units. Large agencies are encouraged to arrive together from their own Staging Areas.
  - b. Officer Staging may be in the area near service facility, in other part of building, or at remote location
2. Set staging arrival time(s)
3. Arrange for portable toilets we recommend one toilet for every
4. Arrange for water (Coordinate with Safety Coordinator)
  - a. Salvation Army Canteen or the Minnesota LEMA Board of Directors can assist
5. Prepare instructions for officers – written and/or verbal briefing
  - a. Present overview of funeral plan to officers
  - b. Detail what is expected of the (formations, standing, sitting)
  - c. Explain seating limitations and plans for overflow
  - d. Safety Briefing (Coordinate with Safety Officer)
    - i. Weather related – injury information
    - ii. Caution officers on driving in procession. Accidents frequently result. Do not race to fill gaps in "accordion fashion".



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### Funeral Planning Kit

- e. May be distributed on paper
  - f. Arrange for PA system if needed, Minnesota LEMA can assist.
  - g. If it is extremely cold, consider having officers remain in their cars and give instructions over Squad radios (VHF or 800MHz channels).
6. Determine movement method from staging to service
  7. Foot, bus, or squad procession
  8. Determine parking procedure and assign parking detail
    - a. Ramp Guard and formation
  9. Plan exit of officers for Ramp Guard. See Sample Order of Service
  10. Do you need Communications assistance – Incident Command vehicle?

#### Day of Funeral

1. Attend Ushers Briefing (usually other Minnesota agency Honor Guards) and other units working on service. Coordinate with Formation and Movement Coordinator to ensure a clean handoff from Staging to Formations and Movement.
2. Be available to answer questions and make last minute decisions.
3. Be decisive – issues in large events such as these seldom take care of themselves.
4. Be prepared to step in with directions/commands if needed.
5. Be available to trouble shoot during funeral service.



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### Funeral Planning Kit

## Formation and Movement Coordinator

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Service Coordinator, Processions Coordinator, Staging Coordinator, Public Information Officer and Safety Officer.

### Duties:

This officer is responsible for forming the officers to render honors outside the service location and at the cemetery. You and your unit line up officers and direct them where to go as needed. If a foot march is part of the service, your detail plans and gives the secondary commands during the movement.

### Tasks:

1. Determine location of formations
  - a. Service
2. Sets time of formations
3. Provides for formations commander (Escort Commander) and guides.
4. Provides for foot march, if applicable.
5. Moves officers into – out of service.
6. Forms Ramp Guard at service location (Minnesota Agency Honor Guards will be assigned to you for this detail)
  - a. Department officers given place of honor.
    - i. Visiting Officers subordinate to dept. Officers.
    - ii. Minnesota Patriot Guard on outer perimeter of ALL officer formations not within
7. The Minnesota LEMA Honor Guard Commander gives all necessary commands to render honors to casket and family
  - a. Optional: Mass commands given by Minnesota LEMA Honor Guard Commander or designee. Your detail issues supplemental commanders and serves as formation guides. Minnesota Agency Honor Guards are familiar with this process. Coordinate with Minnesota LEMA Honor Guard Commander for details
    - i. Basic Rules of Casket or Flag Movement



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1. Officers should be at attention and present, arms whenever casket is moved before them. This should occur at the service facility prior to the casket being removed from the hearse and before the casket passes the threshold out of the church or other building. After the service Officers are held at present, arms until casket is secured in hearse. At the cemetery, salute is initiated prior to the casket being removed from the hearse, and held until it is secured on the lowering device.
2. Officers indoors should not wear hats. Exception is for Honor Guards or Officers working the Funeral Detail. Officers indoors should stand at attention while Colors are carried in and out, and when casket is being moved.
3. Your Honor Guard ushers should instruct officers as then process into the church to place their hat in their left hand with the badge facing forward.
4. Officers outdoors should be covered (wearing hats) and should either stand at attention while their formation commander salutes the passing Colors, or the entire formation could be called to attention and salute the US Flag, Casket and Family



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## Processions Coordinator

**Reports to:** Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Service Coordinator, Staging Coordinator, Public Information Officer, Safety Officer and Security Officer.

**Selection:** This officer should be a member of your department or an overlapping jurisdiction intimately familiar with the procession route. PD's should consider using Sheriff's Office personnel, and S.O. should consider P.D. MN State Patrol is an excellent choice and they are always ready to assist.

**Duties:** This Officer plans the route of the procession(s) to the service from staging, from the service to the cemetery, and any other movement of personnel in formation on foot or in vehicles, from one point to another, also responsible for parking. This is the most labor – intensive activity of the funeral.

### **Tasks:**

1. Plan routes for
  - a. Family and Hearse from Funeral Home to Visitation (if on the day of the Service and at the Service Site).
  - b. Visiting Officers from Service Site to Cemetery Site
  - c. Neighboring Officers from Service Site to Cemetery Site
  - d. Family and Hearse from Service Site to Cemetery Site
2. Set times for traffic control.
3. Plan traffic direction points.
4. Assign traffic control personnel.
  - a. \*\*Consider water, warm/cool vehicles, and relief in extreme weather.
5. Coordinate with DOT, Public Works, and County Highways for barricade assistance.
6. Coordinate with Cemetery Coordinator for Route arrival at the Cemetery so vehicles can be parked efficiently.
7. Notify residents/businesses along closed routes.
8. Temporary "No-Parking" signs
9. Provide route information to information officer.
10. Arrange for tow trucks to pull disabled squads from procession route.
11. Notify Fire and Ambulance services of planned route.
12. Consider use of Fire Dept. for parking and traffic assist.
13. Arrange for responsible units to respond to accidents in procession.



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### Funeral Planning Kit

## Cemetery Coordinator

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Service Coordinator, Processions Coordinator, Staging Coordinator, Public Information Officer, Safety Officer and Security Officer.

### Duties:

You coordinate the committal service; provide family, fallen officer agency, neighboring agency, visiting officer parking and standing locations. Coordinate with Casket/Flag Fold Team, Firing Party and Bugler(s), as well as Mounted Escort, Caisson Team, Caparison Horse and Pipes and Drums Band, and any other participating units.

### Tasks:

1. Locate gravesite at cemetery
2. Determine parking
3. Determine standing locations
  - a. Fallen Officer's Family and Friends
  - b. Fallen Officer's Agency
  - c. Visiting Officers
  - d. Public
  - e. Media
4. Coordinate Order of Service with Funeral Director and Clergy.
  - a. See included Sample Order of Service
5. Set timing and cues for Three Volleys, Taps, Pipes and Drums and Final Call (10-7) with the LEMA Honor Guard Commander.
6. The LEMA Honor Guard Commander will coordinate with the Family Liaison Officer and the Cemetery Coordinator to arrange for the Final Call (10-7). This includes
  - a. Arrange for the Fallen Officer's Badge or Call number according to how the Fallen Officer would answer and transmit on their law enforcement radio system.
  - b. Arrange for the Fallen Officer's squad car to be positioned at the Cemetery/Internment site and used for the Final Call (10-7).



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- c. Arrange for an individual to make the Final Call (10-7).
- d. The Final Call (10-7) is scripted as follows:

Stand by for Final Call,

\_\_\_\_\_ to \_\_\_\_\_, PAUSE,

"Dispatch" or Number Squad or Badge number

\_\_\_\_\_ to \_\_\_\_\_, PAUSE,

"Dispatch" or Number Squad or Badge Number

All Units, \_\_\_\_\_, badge \_\_\_\_\_ is

Officer's Name

number

Out of Service, PAUSE,

End of Watch, \_\_\_\_\_, PAUSE

Date of death

\_\_\_\_\_ is 10-7.

Agency Name

Badge number

- e. Example:

Stand by for Final Call

900 – 909, PAUSE

900 – 909, PAUSE

All Units, Deputy Christopher Dewey, badge 909 is Out of Service, PAUSE

End of Watch, August 9<sup>th</sup>, 2010, PAUSE Mahnommen County, 909 is 10-7.

- 7. Coordinate with Cemetery Formation and Movement Officer for officer formations and commands. Many times we will assign an Honor Guard Detail to assist on the day of the Funeral at the Cemetery. The Cemetery Coordinator comes up with the plan the Honor Guards put it to work.
- 8. PA system and power needs for both the Clergy and the Final Call (10-7)
- 9. Portable Toilets
  - a. We recommend at least one toilet for every one-hundred officer expected to attend.
- 10. Water coordination is usually done through the Salvation Army
- 11. First-Aid station can be staffed by neighboring Ambulance or First Responder teams because the local teams maybe attended as a Local Agency.



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### Funeral Planning Kit

## Safety Officer

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Public Information Officer, Service Coordinator, Staging Coordinator, Processions Coordinator and Cemetery Coordinator.

**Selection:** This position is best served by a Neighboring Agency Fire Department or EMS Service.

### Duties:

This officer is responsible for providing water, first-aid stations and personnel to guests and officers working on the funeral. This officer has authority to act directly to prevent an injury or render aid should one occur. This includes immediate change in funeral plan if necessary.

### Tasks:

1. Determine water points
2. Arrange for water and aid station staffing
3. Arrange for first-aid station(s) and paramedics
4. Insure access for ambulance and fire units
5. Monitor weather for possible threats
  - a. Temperature extremes
  - b. Severe weather
6. Alter service plan accordingly
7. Review Procession Plan for safety
8. Provide for monitoring of Officers during service
  - a. Personnel assigned to walk around groups of standing officers and check their welfare
  - b. Encourage rest breaks and water intake
9. Intervene to assist officers in need of aid
  - a. Personnel to accompany officers in need. Do not leave them alone. Monitor at an aid station.
  - b. Be proactive. Officers may feel duty-bound to stick it out too long. Identify and pull officers out of formations for aid if needed.



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### Funeral Planning Kit

## Security Officer

### Reports to:

Incident Commander

**Communicate laterally with:** Minnesota LEMA Honor Guard Commander or representative, LEMA Board Logistics Officer, Family Liaison Officer, Public Information Officer, Service Coordinator, Staging Coordinator and Cemetery Coordinator.

**Selection:** This position is best served by a neighboring agency. Tactical Leadership or SWAT experience is beneficial.

### Duties:

This officer is responsible for providing the overall security for all personnel attending the funeral. Security will be necessary at the funeral site (inside and outside the venue), during the procession and at the graveside service. A bomb sweep of the venue will be necessary prior to everyone's arrival. This officer has authority to act directly to prevent any breach of security that could disrupt the funeral service. This includes immediate change in funeral plan if necessary.

### Tasks:

- a. Determine entry points
  - i. All doors must be staffed once the bomb sweep is completed
    1. Honor guards assisting with the funeral can handle the staffing of the doors
    2. Staff must have a way to communicate
- b. Arrange for adequate staffing (outside as well as inside the venue)
- c. Arrange for rapid response teams
- d. Work with other coordinators to make sure you have space for your response vehicles if needed
- e. Work with the MN BCA Fusion Center for possible threats
  - i. Known groups will plan on attending to disrupt the funeral
- f. Dignitaries will attend, work with the service coordinator to see which ones will be attending and what type of security they will have
- g. Determine what channels you will be communicating on
- h. Be flexible - alter service plan accordingly
- i. Review Procession Plan for possible security issues



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- j. Provide security at the graveside service

### **LEMA Board – Logistics Officer**

#### **Reports to:**

LEMA Honor Guard Commander and Incident Commander

**Communicate laterally with:** Family Liaison Officer, Public Information Officer, Service Coordinator, Staging Coordinator and Cemetery Coordinator.

**Selection:** This position is best served by a LEMA Board Member – President or designee.

#### **Duties:**

This officer is responsible to coordinate all logistical needs related to the masses of officers attending the funeral. Service Coordinator and Cemetery Coordinator are the more likely positions to need assistance. But all coordinators could need support at some time by the LEMA Board member. Attempt to fulfill every need at low or no cost to the family, agency or LEMA.

#### **Tasks:**

The LEMA Board will make every attempt to provide logistical assistance to include supplying large screen TV's, portable restrooms, lights, water, tents and more in instances where large attendance is expected. The LEMA Board will seek donations locally or statewide as needed depending on the geographical area of the funeral.

1. Water supplies for Officer formations and movements
2. Tents
3. Chairs
4. Large monitors
5. Sound systems
6. Port-a-potties
7. Coordinate with Salvation Army
8. Seek donations for financial support
9. And much more as needed