



Minnesota Law Enforcement Memorial Association (LEMA)

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

FUNERAL PLANNING KIT

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Funeral Kit Overview

This funeral planning kit is intended to assist the Coordinators who are responsible for planning all details of a Law Enforcement Officer's funeral. This packet is intended to give a broad overview of the structure that may be put in place to complete the many tasks that may need to be completed. The MN Law Enforcement Memorial Association (LEMA) has developed and revised this kit over time using the experiences of hundreds of various funerals, from agencies large and small all over the state of Minnesota, over many years. While it is not all-encompassing, our experience has found that when the applicable portions of this plan are used, the result is a funeral service that is properly planned, honoring to the Officer, and very memorable to the Officer's survivors.

Minnesota LEMA strongly encourages the use of a modified Incident Command System (ICS) structure to help plan and manage the funeral details. Under this system, the Chief Law Enforcement Officer (CLEO) will appoint an Incident Commander, who together will assign up to eight Funeral Coordinators to coordinate and oversee various components of the services (the number will depend on the service details that are determined by the family). Those Funeral Coordinators will determine what additional resources they need to accomplish their tasks.

While large agencies have more resources to draw upon, smaller agencies can and have used this procedure to provide excellent services. MN 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 Funeral Coordinator roles. If agency size permits, your officers could fill these positions, however it is often difficult for home agency officers to fill these roles due to their own grieving or inability to provide the necessary focus to task completion. Remember, other agencies and MN LEMA are always willing and able to provide the necessary personnel and leadership to help complete a successful event.

The MN LEMA team is honored and privileged to come alongside you every step of the way in your planning and will bring our experience to help guide you through the process. You should not hesitate to ask any questions or for assistance at any point in your planning.



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Funeral Planning General Timeline

This section is intended to give a sense of a relatively standard funeral planning timeline. Obviously, there are many dynamics in any situation that may change this timeline, such as time and location of death, autopsy or investigation needs, family requests or dynamics, and service locations.

Day 1

- 1) CLEO directs someone to coordinate procession from hospital, if applicable, and Standing Guard over officer.
- 2) CLEO contacts family to determine if family desires a law enforcement funeral.
- 3) CLEO contacts MN LEMA for request for funeral assistance.
- 4) CLEO selects Family Liaison Officer and Incident Commander.

Day 2

- 1) Initial Family Meeting with CLEO, Family Liaison Officer, and LEMA Honor Guard Commander and Board Member.
- 2) Initial Strategy Meeting with CLEO, LEMA Honor Guard Commander, LEMA Logistics Officer, Family Liaison Officer, and Incident Commander (if identified).
- 3) CLEO and Incident Commander, if identified, selects Funeral Coordinators.
- 4) Incident Commander develops Funeral Planning Team Contact List and determines first planning meeting.

Day 3

- 1) First Planning Meeting with the Funeral Planning Team (All Funeral Coordinators). Meeting can be held In-Person or Virtually. Remind the Team that the main focus is to honor and fulfill all requests of the family at all times. Explain roles and responsibilities for each Funeral Coordinator position. Incident Commander and Family Liaison Officer will give updates and any initial known service details and/or family wishes.
- 2) Determine initial planning questions for Family Liaison Officer to speak with family about.
- 3) Tour potential service event and cemetery locations, if known.
- 4) Funeral Coordinates begin planning for their areas of responsibility and recruit additional resources to assist them as needed.



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Day 4

- 1) Second Planning Meeting with Funeral Planning Team. Family Liaison will give any updates from family or answers to previous questions. Each Funeral Coordinator reports on progress of assignments, changes, issues, and needs for additional assistance, suggestions, or resources.
- 2) Tour service event and cemetery locations as applicable.
- 3) Funeral Coordinators continue planning and interacting with other Coordinators or resources as needed.

Days 4+

- 1) Additional Funeral Planning Meetings called by Incident Commander as needed for updates or planning purposes.

Day of Funeral

- 1) Final Briefing/Planning Meeting – Each Coordinator reports on any last-minute changes or needs.
- 2) LEMA Honor Guard Commander will have a detailed, all-encompassing schedule for the day.
- 3) Incident Commander will be in command of the day, with the assistance of the LEMA Honor Guard Commander.
- 4) Work off the plan, but remain flexible. Unforeseen obstacles will arise. Work as a team to deal with these.

Post Funeral

- 1) Hot Wash – This is most commonly done via email from the LEMA Honor Guard Commander or Logistics Officer after some time has passed after the funeral. The goal is to ensure there has been nothing missed that needs to be tended to and to gather any feedback that may be helpful to the planning of future funerals. The focus will be on understanding any significant positives or negatives to the event and/or the planning process.
- 2) Benefit Meeting With Survivors – A LEMA Board Member will contact the Survivor to provide some information regarding all possible benefits the family may be entitled to. This may happen in person, or by email or phone, depending on the dynamics of the situation.



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Estimating Funeral Attendance

Obviously, there are many factors involved in determining funeral attendance. With regards to a law enforcement officer funeral, there are many additional variables involved. LEMA has helped to organize funerals in various size communities in all parts of the state with attendance between 200 and 3,000 attendees including officers. Your LEMA representatives will be able to provide you with some solid guidance on what to expect, especially in terms of law enforcement attendance. Some variables that can influence attendance of law enforcement officers typically include-

- 1) **Manner of Death** – Violent or homicide deaths usually results in more officers attending. Medical, accidental, or off-duty deaths have fewer in attendance.
- 2) **Proximity to Metro Area or larger Media Markets** – Funerals occurring within 2 hours driving time of the metro area tend to have more officers in attendance.
- 3) **Day of Week** – Weekday funerals draw more officers than weekend funerals.
- 4) **Quality and timing of teletypes and arrangements** – More officers attend funerals that are preceded by timely and informative teletypes covering arrangements.
- 5) **Media Coverage** – More media coverage of the incident will result in more officers, and public, attending. The more information included in media reports, such as facts of the officer's death, suspect information if applicable, family interviews, and reports about the officer and family's life, will certainly result in higher attendance.
- 6) **Weather** – Any of the above factors will be impacted by anticipated weather forecasts. Anticipated excessive cold, excessive heat, or large snowfall tends to diminish officer attendance.



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Funeral Planning Coordinators - Key Personnel

- 1) **Incident Commander** – Overall Officer in Charge of the entire funeral event. Selects and recruits 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 is typically a high-ranking member of the Fallen Officer's department or a close neighboring agency. LEMA will be assisting the Incident Commander at every step of the process.
- 2) **LEMA Honor Guard Commander** – The LEMA Honor Guard Commander will coordinate the overall facilitation and organization of all funeral event details and will be a main resource in all parts of the planning process. The Commander will coordinate the Minnesota LEMA Honor Guard, as well as any attending Honor Guards that come to the service. The Commander will coordinate and direct all ceremonial functions during the funeral event.
- 3) **Family Liaison Officer** – Interacts with the family to coordinate the funeral arrangements on behalf of the planning team and the department. Ascertaining the family wishes is paramount and must guide all of the funeral planning. All questions/communications with the family must funnel through the Family Liaison Officer. The Family Liaison Officer is typically a member of the Fallen Officer's department who already knows the family – Often a partner of the Fallen Officer.
- 4) **Service Coordinator** – Coordinates all aspects of the service location. Liaison with the funeral director, service venue and staff, and clergy. Determines the needs and layout of the service venue, including arrangements for seating. Handles on-site issues at the service location. The Service Coordinator may be filled by an officer from a neighboring agency, possibly from the location where the service is occurring.
- 5) **Staging Coordinator** – Plans exterior site layout and parking arrangements. Determine staging locations and needs for exterior toilets and refreshments. Provide arriving officers with directions and organization. The Staging Coordinator may be filled by an officer from a neighboring agency.
- 6) **Procession Coordinator** – Coordinates all aspects of the procession route from the service location to the cemetery location (and the funeral home to the service location, if applicable). Determines the specific procession route and timing. Arranges necessary traffic control along the procession route. The Procession Coordinator may be filled by an officer familiar with the procession route. This may often be filled by a representative of a Sheriff's Office or the Minnesota State Patrol.



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- 7) **Cemetery Coordinator** – Coordinates all aspects of the cemetery location. Liaison with the cemetery, funeral director, and clergy. Determines layout, people placement, and parking for the cemetery. Determines needs for toilets, refreshments, sound systems, and any other logistics. The Cemetery Coordinator may be filled by an officer from a neighboring agency, possibly from the location of the cemetery.
- 8) **Formation and Movement Coordinator** – Plans the location, size, shape, and movements of officer formations. The Formations and Movement Coordinator may be filled by an officer from a neighboring agency, preferably with military or law enforcement Honor Guard experience.
- 9) **Safety Coordinator** – Responsible for ensuring proper health safety aspects for the funeral, including at the service venue and the cemetery. Coordinate first-aid stations and EMS stand-by throughout the events. Coordinate water and refreshments for all venues. The Safety Officer may be filled by a ranking Fire Department or EMS Department member.
- 10) **Security Coordinator** – Responsible for the overall security of the people in attendance, including officers and civilians. Facilitate plans for security at the service venue, the cemetery, and any procession routes. Size and scope of the security needs will vary based on many factors. The Security Officer may be filled by an officer from a neighboring agency, preferably with SWAT or tactical leadership experience.
- 11) **Public Information Officer (PIO)** – 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. The PIO is often the Public Information Officer of a neighboring agency. In non-high-profile incidents, the CLEO or the Incident Commander may fulfill this role.
- 12) **LEMA Board Logistics Coordinator** – The LEMA Logistics Officer is appointed by the MN LEMA President and is responsible to assist with coordinating all of the various logistical needs of the funeral planning process and execution. The LEMA Logistics Officer will assist the Honor Guard Commander, along with all Funeral Coordinators, in any support or troubleshooting that occurs during the planning or day of funeral. The LEMA Logistics Officer will assist facilitating needs to ensure there is no cost to the family for all funeral services.



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Incident Commander

Reports to: Family Liaison Officer, LEMA Honor Guard Commander, Chief Law Enforcement Officer (CLEO)

Direct Reports: All Funeral Coordinators

Selection: Typically, a high-ranking member of the Fallen Officer's department or a close neighboring agency.

Overview: The Incident Commander is the most vital person in the funeral planning process. You have overall responsibility for all aspects of the funeral day at the local level to ensure a high-quality service for the Fallen Officer's family, friends, and Department. Your success will be dependent on your ability to choose the correct individuals and delegate all planning responsibilities to them, support the area coordinators, and troubleshoot potential issues.

Duties:

- 1) Coordinate with the CLEO to identify and recruit all needed Funeral Coordinators.
- 2) If specific Coordinators are not needed due to funeral logistics, determine who will complete necessary tasks from those lists (i.e. PIO, Security Coordinator, etc.).
- 3) Schedule and facilitate all Funeral Coordinator meetings, along with the LEMA Honor Guard Commander.
- 4) Determine need and location for a command post on funeral day. Determine who needs to be present in the command post.
- 5) Provide support and encouragement for all Coordinators throughout the planning process and during the day of the funeral.
- 6) Anticipate and troubleshoot potential issues throughout the planning process and during the day of the funeral.
- 7) Develop a radio communications plan for the funeral day, including facilitating getting ready channels reserved (Typically multiple STAC channels).



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Family Liaison Officer

Reports to: Fallen Officer Family, Incident Commander, and Chief Law Enforcement Officer (CLEO)

Communicates with: All Funeral Coordinators

Selection: Typically, a member of the Fallen Officer's department who already knows the family – Often a partner of the Fallen Officer. This officer should not be involved in the circumstances around the Fallen Officer's death and must be stable enough to perform this highly emotional role.

Overview: The Family Liaison Officer is a key piece of the funeral planning process, and typically the most stressful and tiring role in the process. You are the eyes, ears, and voice of the family as the funeral is being planned to ensure that their wishes are carried out. You are there to support the family and to be the family's advocate to the funeral planning team. You will be responsible for all communication between the family and the team.

Duties:

- 1) Ensure that the family has your contact information and are available 24-hours per day until the day of the funeral.
- 2) Attend the initial survivor meeting along with LEMA and the CLEO to hear the initial discussions and plans.
- 3) Accompany the family anywhere when requested (funeral home, morgue, agency, church, cemetery, etc.). Facilitate for others to accompany when appropriate (Incident Commander, LEMA, etc.).
- 4) Field all questions from survivors. These questions may certainly involve things unknown to you (ongoing investigations, updates of search for/status of suspects, rumors, viewing of crime scenes, viewing of the officer's body, funeral planning, etc.). Don't make any assumptions. Take notes of all questions and contact the appropriate person to obtain the necessary answers.
- 5) 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. Express to them the media is an outlet to the community. The community cares and wants to hear from the family.
- 6) Attend all daily Funeral Coordinator meetings. Take down all questions for the family from each Coordinator. Follow-up with the family after each meeting and get the answers to the questions, along with additional needs/requests they have. Report back all information obtained to the Coordinators in a timely basis.
- 7) Determine how the family will move around on visitation and/or funeral days. Determine if bus/mass transportation is needed and inform Incident Commander of need for such.



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- 8) Coordinate and facilitate with the CLEO for the respectful return of the Fallen Officer's personal effects (pens, wallets, jewelry, etc.) when it is appropriate/necessary. Treat items with respect – **Do not bring to family in garbage bags**. These items will be very important to them. Get a duffle bag or suitcase of the officers' from the family for return of items. It is possible that this occurs after the funeral.
- 9) On the day of the funeral:
 - a. Accompany the survivors throughout the day, with the focus of being their eyes, ears, and voice.
 - b. Communicate family needs/observations to the Incident Commander and Funeral Planning Team immediately and continually be an advocate for the needs/desires of the family throughout the service.



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Minnesota LEMA Honor Guard Commander

Reports to: MN LEMA Board of Directors, Incident Commander, Chief Law Enforcement Officer (CLEO)

Communicates with: All Funeral Coordinators

Overview: Minnesota LEMA is here to help during the entire event and will work with the Fallen Officer's Family and Home Agency to do as much or as little as asked. The LEMA Honor Guard Commander will be the main conduit to facilitate this happening. The Commander and other LEMA Team Members may function as consultants, major function coordinators, or assist with completion of specific functions. LEMA has the experience of helping facilitate hundreds of funerals and have formed strong working relationships with many entities throughout the state that we will bring to bear in the planning and support process.

Duties:

- 1) Assist the Incident Commander, and all other Funeral Coordinators, throughout the pre-planning for the Officer's Funeral.
- 2) Have an initial meeting, along with a LEMA Board Member, the CLEO, and the Family Liaison Officer with the family to explain to them the LEMA Funeral Guidelines.
- 3) Have an initial meeting with the CLEO and the Incident Commander to provide and explain the Funeral Planning Kit and Funeral Coordinator Roles.
- 4) Coordinate all MN LEMA Honor Guard activities, including activities related to law enforcement honors (Caisson, Pipes and Drums, Presentation of Colors, Firing Party, Taps, Flag Fold, Bell Toll, Final 10-7 Call, Fly-Over).
- 5) Provide the Order of Service Timeline, after consultation with the funeral director and clergy.
- 6) Coordinate and direct all Honor Guards in attendance, conducting appropriate briefings on the day of the service.
- 7) Brief all Officers gathered while in mass formations on the plan for the day and provide spontaneous commands by uniformed officers. This briefing could occur outside the Service Facility or inside the Service Facility before the family arrives.
- 8) Provide the commands for the law enforcement honors, as appropriate based on the itinerary-
 - a) At the Service site as the Family/hearse arrives.
 - b) At the Service site as the Casket/Urn is moved from the hearse for the Visitation or Service.
 - 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.



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- f) At the Internment as the Casket/Urn is moved from the hearse to the Internment Site.
- g) After the Committal Service, to direct the Final Law Enforcement Honors (which may include Three Volleys, Taps, Flag Fold, Final 10-7 Call, Bell Toll, Fly-Over).
- h) After the Final Law Enforcement Honors for dismissal.



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Public Information Officer (PIO)

Reports to: Chief Law Enforcement Officer (CLEO), Incident Commander

Communicate laterally with: All Funeral Coordinators, CLEO

Selection: The PIO is often the Public Information Officer of a neighboring agency. In non-high-profile incidents, the CLEO or the Incident Commander may fulfill this role. On high-profile incidents, the MN Department of Public Safety may be of assistance in this role.

Overview: The PIO coordinates communications between the funeral planning team and the agency regarding the funeral details, both to the law enforcement community and the public. Interact with the media before and day of the funeral.

Duties:

- 1) Participate in Funeral Planning Meetings to determine PIO needs.
- 2) Determine news release information regarding circumstances of officer's death. Determine constraints on the release of any information regarding the circumstances (incident-related injuries or deaths, suspect arrests, court appearances, etc). Work with CLEO to facilitate release of this information.
- 3) Facilitate any press briefings/interviews regarding the circumstances and/or funeral arrangements, if necessary.
- 4) Respond to media inquiries for any information.
- 5) If other agencies are involved, ensure that information provided to the public is consistent between all involved agencies.
- 6) Monitor media and social media feeds to determine any corrections of information necessary.
- 7) Facilitate state-wide teletype(s) once the funeral details are known. Information in the teletype should include-
 - a) Identity and Age of Fallen Officer.
 - b) Date and Time of Funeral.
 - c) Staging location and time for arriving officers.
 - d) Details regarding any procession and cemetery honors.
 - e) Radio frequency information.
 - f) Contact information.
- 8) Facilitate public release of funeral details, including location of media staging when appropriate. Determine with Family Liaison the family's wishes for media access to the services.
- 9) Determine if there is need for a pool camera for any of the services and facilitate with the media outlets if this is needed.
- 10) Determine if there is a need for restricted air space over the venues. The FAA may establish temporary restricted airspace for the funeral if requested. The MN State Patrol may be of assistance with this.



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Service Coordinator

Reports to: Incident Commander

Communicate laterally with: All Funeral Coordinators, Funeral Director, Clergy

Selection: The Service Coordinator may be filled by an officer from a neighboring agency, possibly from the location where the service is occurring.

Overview: The Service Coordinator is responsible for all activities occurring at the venue of the funeral services, primarily inside the church or building where the service will occur. This will occur by coordinating with the Family Liaison Officer, along with the clergy, funeral director, and LEMA Honor Guard Commander to ensure that all of the family's wishes are met. The Service Coordinator determines the layout of the venue, including facilitating the seating chart.

Duties:

- 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.
- 2) Determine the layout of the service venue, including areas for family, home agency, LEMA Honor Guard, outstate honor guards, dignitaries, attending officers, general public, etc.
- 3) Determine if overflow seating is needed and available. Coordinate all details for overflow seating to include audio/visual needs, seating, and any outdoor arrangements (tents).
- 4) Coordinate with Funeral Coordinators to plan for arrival times, methods, and entry/exit routes for different groups attending.
- 5) Coordinate with Safety Officer for locations of water, refreshments, and first-aid stations in service venue. Determine if portable toilets are needed to supplement what's available in the venue.
- 6) Coordinate and create guest and officer seating charts including the primary service location and any overflow spaces. Seating considerations may include:
 - a) Immediate family/close friends/Extended family/friends
 - b) General public
 - c) Fallen Officer's Agency & significant others
 - d) Fallen Officer's non-law enforcement partners (fire, EMS, public works)
 - e) Neighboring Agency Officers
 - f) Outstate/Visiting Officers
 - g) Local/County/State/Federal Dignitaries
 - h) Other Law Enforcement Survivors
- 7) Coordinate with Honor Guard Commander a briefing for visiting Honor Guards or other ushers to plan for venue seating and space usage.



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Staging Coordinator

Reports to: Incident Commander

Communicate laterally with: All Funeral Coordinators, Funeral Director

Selection: The Staging Coordinator may be filled by an officer from a neighboring agency.

Overview: The Staging Coordinator is responsible for the exterior site layout and parking arrangements for those coming to the funeral venue, as well as any parking that occurs beyond the venue. This will occur by coordinating with the other funeral coordinators as the activities of the funeral day are determined (venue layout, processions, formations and movements).

Duties:

- 1) Develop a map of the venue parking area(s). Considerations may include-
 - a) Hearse parking
 - b) Formations and movements of officers for law enforcement honors
 - c) Processions to or from the service venue
 - d) Immediate family/close friends
 - e) Fallen Officer's Agency
 - f) Fallen Officer's non-law enforcement partners (fire, EMS, public works)
 - g) Other law enforcement officers
 - h) Local/County/State/Federal Dignitaries
 - i) General Public
- 2) Designate law enforcement squad staging area(s). Staging may be in the area near the service venue or at a remote location(s) depending on the venue.
- 3) If a procession is occurring from the venue to the cemetery, vehicle staging should be developed to provide for orderly departure of the procession.
- 4) Set staging arrival time(s).
- 5) Arrange for portable toilets near parking areas depending on the venue.
- 6) Coordinate with Safety Coordinator for water, refreshments, and first-aid needs at exterior locations based on layouts and anticipated weather.
- 7) Secure a tow truck to standby in the staging area(s) for any vehicle issues.
- 8) Prepare instructions for arriving officers – written or verbal as needed.
- 9) Coordinate with Service and Formations and Movement Coordinators to determine movement method from remote staging areas to funeral venue.
- 10) Determine parking procedures and recruit volunteers to assist with parking venues.
- 11) Monitor statewide radio channel to instruct arriving officers as needed.



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Formation and Movement Coordinator

Reports to: Incident Commander, LEMA Honor Guard Commander

Communicate laterally with: All Funeral Coordinators

Selection: The Formations and Movement Coordinator may be filled by an Honor Guard member from a neighboring agency or an officer from a neighboring agency with prior military experience.

Overview: This Formation and Movement Coordinator is responsible for forming the officers to render honors outside the service location and at the cemetery. This Coordinator directs officers where to go and assists in getting them lined up.

Duties:

- 1) Determine location of needed formations or movements depending on what is requested by the family. Potential formations include-
 - a) Ramp Guards at venue
 - b) Officer formations for law enforcement honors at venue
 - c) Officer formations for law enforcement honors at cemetery
- 2) Determine who will be in the formations. Generally, formations will include all law enforcement officers and other uniformed first responders. Civilians are generally not included in formations.
- 3) Determines route and formation for movements/foot march, if applicable.
- 4) Formation and movement locations should be organized in a fashion to provide for optimal viewing of the formation and movement by the family.
- 5) Moves officers into – out of service.
- 6) Ramp Guards or formations must place Home Agency Officers, and possibly neighboring officers, in a place of honor with all visiting officers subordinate to them.
- 7) LEMA Honor Guards will assist with formations and movements as needed.
- 8) LEMA Honor Guard Commander or designee will give all necessary commands to any formations.
- 9) See Law Enforcement Funeral General Etiquette page for additional information regarding formations and movement.



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Procession Coordinator

Reports to: Incident Commander

Communicate laterally with: All Funeral Coordinators

Selection: The Procession Coordinator may be filled by an officer familiar with the procession route. This may often be filled by a representative of a Sheriff's Office or the Minnesota State Patrol.

Overview: The Procession Coordinator is responsible for all aspects of the procession route from the service location to the cemetery location (and the funeral home to the service location, if applicable). Determines the specific procession route and timing. Arranges necessary traffic control along the procession route.

Duties:

- 1) Based on the information and wishes of the family, plan the procession route from the service venue to the cemetery. If there is a procession from the funeral home to the service venue, this will be the responsibility of the Procession Coordinator as well.
- 2) Obtain information from the Family Liaison Officer regarding any significant locations the family would like passed during the procession (cities, schools, residences, etc.)
- 3) Determine the timing and any obstacles of the procession route.
- 4) Determine, secure and assign traffic control needs and personnel. Coordinate with other agencies, MN & County DOT, and local public works for assistance as needed.
- 5) Determine the vehicle order of the procession. Considerations should be made for the following:
 - a) Hearse
 - b) Immediate family
 - c) Fallen Officer's non-law enforcement partners (fire, EMS, public works)
 - d) Other law enforcement officers
 - e) Local/County/State/Federal Dignitaries
 - f) General Public
- 6) Coordinate with Cemetery Coordinator for route arrival at the Cemetery so vehicles can be parked efficiently.
- 7) Facilitate posting of "No Parking" signs along the procession route as necessary.
- 8) Provide route information to the Public Information Officer. Coordinate with PIO to notify any residents or businesses along procession routes if any as necessary.
- 9) Work with Staging Coordinator to facility the availability for a tow truck during the procession route.
- 10) Coordinate with Safety Coordinator for any water, refreshment, or EMS needs along the route



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Cemetery Coordinator

Reports to: Incident Commander

Communicate laterally with: All Funeral Coordinators, Funeral Director, Clergy

Selection: The Cemetery Coordinator may be filled by an officer from a neighboring agency, possibly from the location where the cemetery is located.

Overview: The Cemetery Coordinator is responsible for all activities occurring at the cemetery. This will occur by coordinating with the Family Liaison Officer, along with the clergy, funeral director, and LEMA Honor Guard Commander to ensure that all of the family's wishes are met. The Cemetery Coordinator determines the entire layout of the cemetery, including parking arrangements.

Duties:

- 1) Based on the wishes expressed by the family, determine the layout of the cemetery.
- 2) Coordinate with Procession Coordinator to plan for arrival times, methods, and entry/exit routes for different groups attending.
- 3) Coordinate with Safety Officer for locations of water, refreshments, and first-aid stations and/or EMS standby at the cemetery. Determine if portable toilets at the cemetery.
- 4) Determine needs for amplified sound. LEMA may be able to assist with this.
- 5) Coordinate and create guest and officer seating charts including the primary service location and any overflow spaces. Seating considerations may include:
 - a) Immediate family/Close friends
 - b) Extended family/Friends
 - c) General public
 - d) Fallen Officer's Agency & Significant Others
 - e) Fallen Officer's non-law enforcement partners (fire, EMS, public works)
 - f) Neighboring Agency Officers
 - g) Outstate/Visiting Officers
 - h) Local/County/State/Federal Dignitaries
 - i) Media
- 6) Coordinate with Formation and Movement Coordinator to establish locations for any officer formations or movements.
- 7) Coordinate with LEMA Honor Guard Commander on placement of ceremonial components –Pipe Band/Piper, Colors' Line, Final 10-7 Call, Bell Toll, Speakers.



Minnesota Law Enforcement Memorial Association (LEMA)

Funeral Planning Kit

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

Safety Coordinator

Reports to: Incident Commander

Communicate laterally with: All Funeral Coordinators

Selection: The Safety Officer may be filled by a neighboring ranking fire department or EMS department member.

Overview: The Safety Coordinator is responsible for ensuring proper health safety aspects are in place for the funeral services, including at the funeral location, the cemetery, and any processions. The Coordinator will coordinate first-aid, water, and refreshment for all venues.

Duties:

- 1) Determine water and refreshment needs at all venues. Secure necessary water and refreshments from local vendors.
- 2) Arrange for first-aid stations at all venues.
- 3) Arrange for EMS stand-by at all venues and quick access to an ambulance if not on stand-by.
- 4) Monitor weather for possible threats including temperature extremes or severe weather.
- 5) Inform Incident Commander of any identified issues immediately in order to make last minute changes to the plan as necessary.
- 6) Provide for monitoring of Officers and the public during services. This may include personnel assigned to walk around groups of standing officers and check their welfare.
- 7) Intervene to assist officers and the public in need of aid.



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Security Coordinator

Reports to: Incident Commander

Communicate laterally with: All Funeral Coordinators, CLEO

Selection: The Security Coordinator may be filled by an officer from a neighboring agency, preferably with SWAT or tactical leadership experience.

Overview: The Security Coordinator is responsible for the overall security of the people in attendance at the funeral services. The Coordinator will develop plans for security at the service venue, the cemetery, and any procession routes. The size and scope of the security needs will vary based on many factors.

Duties:

- 1) Review and evaluate the possible security threats and needs at the funeral venue, cemetery, and any procession routes. This evaluation should be based on venue locations and dynamics, circumstances regarding the Officer's death, and any other external factors.
- 2) Obtain a Threat Assessment from the MN BCA Fusion Center.
- 3) Coordinate plain clothes officers to be present at all venues while officers are present to address any issues, concerns, or disruptions that occur during the services.
- 4) Coordinate a bomb sweep of the service venue on funeral day prior to the arrival of officers.
- 5) Facilitate the arrangement of SWAT or rapid response teams in close proximity to the venues as needed based on the security assessment. These teams should be staged at a close location not visible to funeral attendees, unless the security assessment necessitates a more visible presence.
- 6) Determine if any noteworthy dignitaries are attending and, if so, what additional security may be required.
- 7) Determine any physical barriers that may be needed in areas where large groups of officers will be in formation. Fire Trucks or other vehicles or concrete barriers are often used for this.
- 8) Continually advise the Funeral Planning Team on security matters and give feedback on decisions from the perspective of event security.



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LEMA Logistics Coordinator

Reports to: LEMA Honor Guard Commander, Incident Commander, Family Liaison Officer, CLEO

Communicate laterally with: All Funeral Coordinators, Funeral Home, Clergy, State of Minnesota

Selection: This position is selected by the MN LEMA President and is typically served by a LEMA Board Member.

Overview: The LEMA Logistics Coordinator is responsible to assist with coordinating all of the various logistical needs of the funeral planning process and execution. The LEMA Logistics Coordinator will assist the Honor Guard Commander, along with all Funeral Coordinators, in any support or troubleshooting that occurs during the planning or day of funeral. The LEMA Logistics Coordinator will assist facilitating needs to ensure there is no cost to the family for all funeral services.

Duties:

- 1) Assist the Honor Guard Commander, the Incident Commander, the Chief Law Enforcement Officer, and all other Funeral Coordinators throughout the pre-planning for the Officer's Funeral.
- 2) Accompany the LEMA Honor Guard Commander, the CLEO, and the Family Liaison Officer to the initial meeting with the family to explain to them the LEMA Funeral Guidelines and the future supports and assistance that LEMA will provide post-funeral.
- 3) Assist the LEMA Honor Guard Commander with an initial meeting with the CLEO and the Incident Commander to provide and explain the Funeral Planning Kit and Funeral Coordinator Roles. Provide the CLEO with information regarding official recognitions for the fallen officers.
- 4) Assist the CLEO and Incident Commander with identifying Funeral Coordinators, as assistance may be needed.
- 5) Attend all funeral planning meetings to troubleshoot issues and assist the LEMA Honor Guard Commander and all Funeral Coordinators with logistical needs.
- 6) Ensure that the Minnesota Governor's Office is notified of the Officer's death, through contact with the Commissioner of Public Safety, to ensure that a Proclamation honoring the officer is completed and presented to the survivors (if desired by the survivors) and that all flags are ordered lowered to half-staff.
- 7) Allocate MN LEMA Funds towards funeral expenses as needed by Funeral Coordinators and in accordance with MN LEMA Board guidelines.
- 8) Coordinate hotel accommodations for LEMA Honor Guard and Board Members as necessary.
- 9) Coordinate the Final 10-7 Call as a part of the final honors, if requested. Work with the Dispatch Center of the home agency to record the call and facilitate the broadcast of the Final Call during the honors, and over the home agency's radio if requested.
- 10) Coordinate the Flyover as a part of the final honors, if requested. Work with the MN State Patrol, MN DNR, US Border Patrol, or local Air Ambulance service to facilitate this honor.



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- 11) Coordinate water, refreshments, and other "creature comforts" for the family room and the Honor Guards on the day of the funeral.
- 12) Assist in securing a photographer and/or videographer if requested by the family.
- 13) Assist Funeral Coordinators with securing various logistics that may be needed. Some of these items may include-
 - a) Water/Refreshments
 - b) Tents
 - c) Chairs
 - d) Audio/Visual Needs (Sound Systems/Monitors)
 - e) Portable Toilets
 - f) Generators
 - g) Lighting
- 14) Contact the Survivor a few weeks after the funeral to ensure the family has information regarding possible survivor benefits.



Minnesota Law Enforcement Memorial Association (LEMA) Guidelines for Funerals



Funeral Detail	Line of Duty Death	Off-Duty Death	Retired Officer Death
Mourning Bands *	Yes	No	No
Lower US Flag to Half Mast *	Yes	No	No
Blue Roses/Backing the Blue Line *	Yes	Optional	No
Patriot Guard	Yes	No	No
Door Guards	Yes	Optional	Optional
Casket/Urn Guards	Yes	Optional	No
Pallbearers	Yes	No	No
Ramp Guard	Yes	Optional	Optional
Officer Formations	Yes	Optional	Optional
Posting Colors at Church	Yes	Optional	Optional
Squad Procession	Yes	Optional	No
Colors Detail (Cemetery)	Yes	Optional	Optional
Caisson Detail	Yes	No	No
Caparison (Riderless) Horse	Yes	No	No
Casket Carry	Yes	No	No
Firing Detail	Yes	Prior Military Only	Prior Military Only
Taps	Yes	Optional	Optional
Pipe Band	Yes	Single Piper	Single Piper
Flag Fold (Casket) *	Yes	Prior Military Only	Prior Military Only
Folded Flag Presentation (Urn) *	Yes	Prior Military Only	Prior Military Only
10-7 Final Call	Yes	Optional	No
Service Bell Toll *	Yes	Optional	Optional
Fly Over *	Yes	No	No

The purpose of this guideline is to establish a uniform response to the most common funeral occurrences that arise in Minnesota

Asterisk * see below

Optional: Can be done by your department Honor Guard but are not required. LEMA may assist with these details if requested and sufficient resources are available. For non-LODD, LEMA Honor Guard will work to facilitate other Honor Guards to conduct ceremonial functions.

***Mourning bands:** Worn statewide for all line of duty deaths from the time of the on-duty death to the end of shift the day of the burial. Departments may utilize mourning bands for other deaths if they so desire. The officer's agency in an on-duty death can authorize the mourning band be worn for 30 days after the death.

***Lowering US Flag to Half Mast:** A local jurisdiction may request to lower flags to half mast on their own. The Governor must be requested to have all flags in the State or on State buildings lowered to half mast. Usually this request is made through the Department of Public Safety by the commissioner.

***Blue Roses/Backing the Blue Line:** Facilitated by Backing the Blue Line and not directed by LEMA. Backing the Blue Line DOES CHARGE THE COST OF ROSES for Off-Duty Death Funerals.

***Flag Protocol:** Flag Fold & Presentation will be conducted by LEMA Honor Guard for LODD death. A pre-folded flag can be requested by non-LODD, however LEMA Honor Guard will not be involved in flag movement or presentation (unless prior military)

***Pipe Band:** The Minnesota Police Pipe Band will play at no charge at any line of duty funeral, pipe requests by agencies for other funerals are usually at a cost, and would be arranged by that department if desired.

***Service Bell Toll:** The Service Bell Toll is tolled once for every full year of service the officer served in total with any law enforcement agency, local, state or federal.

***Fly Over:** Commonly the Minnesota State Patrol will provide otherwise Metro area Air Ambulance service has provided, weather conditions permitting



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LAW ENFORCEMENT FUNERAL GENERAL ETIQUETTE

- 1) **FORMATIONS** – Officers are placed into formation, which may include a ramp guard, anytime the Colors, American Flag, Casket, and/or Family are preparing to pass. Some general guidelines for formations-
 - a) Formations should only include uniformed police officers, plain clothes law enforcement officers, and other uniformed first responders. Public should not be included in the formation.
 - b) Each agency's officers should stand together and be lined by rank.
 - c) In preparing the formation, space must be allocated for the Fallen Officer's family to view the formation.
 - d) LEMA or Honor Guard Leadership, or a Formations Coordinator, will help organize the formation. Follow their directions quickly.
- 2) **STANDING** – Officers inside of the service location should stand at their seat while the Colors are carried in and out and when the casket and family is being moved. Officers outside in formation or at a cemetery should stand at attention while the casket or family is moving.
- 3) **SALUTING** - Officers should be at attention and salute ("present arms") whenever the American Flag is moved before them. This should occur at the service venue prior to the casket bearing the American Flag is removed from the hearse and before the casket passes the threshold out of the service venue. After the service, Officers are held at salute ("present arms") until the casket bearing the American Flag is secured in the hearse. At the cemetery, salute is initiated prior to the casket bearing the American Flag is being removed from the hearse and held until it is secured on the lowering device. Optional – In a case of an off-duty or retiree funeral where no flag is present during the movement, the CLEO or designee of the Officer's home agency may direct officers to salute the casket or family as they pass if they choose.
- 4) **HATS** - Officers should not wear hats indoors. Exception is for Honor Guards or Officers working the Funeral Detail. As Officers enter a building, they should place their hat in their left hand or under their left arm with the badge facing forward. Officers should wear hats (if they have them) when outdoors. However, hats should only be worn by an agency if all officers of the same rank and/or higher have hats to wear. "Ballcaps" should not be worn unless directed to do so by the CLEO of the Officer's home agency.



Minnesota Law Enforcement Memorial Association (LEMA)

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5) GENERAL ORDER OF SERVICE FOR LAW ENFORCEMENT HONORS

- a) Formation
- b) Presentation of Colors
- c) Movement of Casket/Urn
- d) Firing of Three Volleys
- e) Taps
- f) Flag Fold and Presentation
- g) Final 10-7 Call
- h) Bell Toll
- i) Fly-Over

6) GENERAL COMMANDS GIVEN TO OFFICERS

- a) **"OFFICERS, FALL IN"** – Officers get into linear formation as directed by Honor Guards. (Typically called anytime a formation or ramp guard is formed).
- b) **"OFFICERS, ATTENTION"** – Officers stand straight up with feet together (slightly bend knees), looking straight ahead, arms at your side, hands cupped closed. (Typically called anytime the Colors, the American Flag, the Casket, or the family are preparing to pass a formation, or during the duration of the rendering of law enforcement honors).
- c) **"OFFICERS, PRESENT ARMS"** – Officers standing at attention salute with right hand extended, just above the eyebrow, with arm at a-45-degree angle from the elbow, looking straight ahead. (Typically, anytime the American Flag is passing the formation. During law enforcement honors, this will also be called prior to the Firing of Three Volleys and held through the playing of Taps.)
- d) **"OFFICERS, PARADE REST"** – Officers standing with feet slightly apart, arms behind their back, looking straight ahead. (Typically, anytime officers will be standing for an extended period of time).
- e) **"OFFICERS, FALL OUT"** – Officers released from formation to their next destination.
- f) **"OFFICERS, DISMISSED"** – Officers official released from the funeral detail. (At the end of a funeral service, the Commander will say something similar to "On behalf of the _____ family and the _____ (agency name), thank you for your attendance today. Officers, dismissed)."



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LINE OF DUTY DEATH FUNERAL EXPENSES GUIDELINES

It is the desire of the LEMA Board of Directors to be outstanding stewards of the money given to MN LEMA and to maximize these donated dollars to fulfill all of its missions and programs. LEMA funds are intended to supplant other sources of funding and resources and are not intended to pay the entire costs of funeral expenses. It is to this end the Board of Directors has adopted the following guidelines for the use of LEMA funds for Line of Duty Death (LODD) funeral expenses.

- 1) The home agency of the fallen officer is responsible for the expenses incurred for LODD funeral expenses. There are numerous sources of supplies and funding available to assist with these expenses. Examples of some of the sources may include agency contingency funds, worker's compensation funds, life insurance policy funeral expense provisions, county emergency managers, state disaster declarations, and neighboring agencies.
- 2) While one of the roles of LEMA during a LODD funeral is often to assist with the procurement and coordination of various logistical needs for the event is the primary responsibility of the home agency to facilitate the payment of these expenses. All bills received for funeral related expenses will be forwarded to the funeral Incident Commander unless prior arrangements have already been made. Examples of past expenses may include food/refreshments, audio-visual needs, portable toilets, generators, traffic control devices, buses, etc.
- 3) LEMA funds may be allocated for the payment of funeral related expenses (or emergency support needs for the immediate family) that another source of funding has not been secured for with prior authorization by the appointed LEMA Board Liaison.
- 4) The LEMA Board of Directors will appoint a Board Liaison to coordinate the LEMA Board activities for each LODD funeral. The Board Liaison will interface with the Incident Commander, Honor Guard Commander, and Section Officers to coordinate logistical needs. In addition to coordinating the general activities of the LEMA Board during funeral planning and operation, the Board Liaison will also authorize and keep track of all LEMA expenses used for the funeral. The Board Liaison will make the request of the LEMA Board of Directors if he/she determines the amount needed is more than the allocated amount.
- 5) All LEMA Board Members must receive prior authorization from the Logistics Officer prior to making any funeral related purchases or orders to ensure all expenses are properly monitored and tracked.



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SAMPLE STATEWIDE TELETYPE (TTY)

*****FUNERAL SERVICES FOR RED LAKE NATION POLICE OFFICER RYAN BLAKE*****

RED LAKE NATION POLICE DEPARTMENT AND THE MN LAW ENFORCEMENT MEMORIAL ASSOCIATION INVITES ALL LAW ENFORCEMENT OFFICERS TO ATTEND THE FUNERAL SERVICES FOR POLICE OFFICER RYAN BIALKE, WHO DIED IN THE LINE OF DUTY ON JULY 27, 2021. RED LAKE PUBLIC SAFETY DIRECTOR BURNS HAS AUTHORIZED ALL LOCAL, STATE AND FEDERAL LAW ENFORCMENT OFFICERS TO BE IN FULL UNIFORM ON RESERVATION LAND FOR ATTENDANCE AT THE FUNERAL SERVICES.

WAKE: SUNDAY, AUGUST 1, 2021, 5:00 PM. OVERNIGHT UNTIL THE FUNERAL RED LAKE HUMANITIES BUILDING, 23990 MN-1, RED LAKE, MN.

FUNERAL SERVICE: MONDAY, AUGUST 2, 2021, 1:00 P.M. RED LAKE HUMANITIES BUILDING, 23990 MN-1 RED LAKE, MN. A FAMILY MEAL OPEN TO THE COMMUNITY AND LAW ENFORCEMENT OFFICERS WILL TAKE PLACE AFTER THE SERVICE AT THE RED LAKE HUMANITIES BUILDING.

LAW ENFORCEMENT PROCESSION: MONDAY, AUGUST 2, 2021, 3:30 P.M. (ESTIMATED TIME) FROM RED LAKE HUMANITIES BUILDING TO GREENWOOD CEMETERY, 1903 BEMIDJI AVENUE NORTH, BEMIDJI, MN.

CEMETERY SERVICE & FINAL LAW ENFORCEMENT HONORS: MONDAY, AUGUST 2, 2021, 4:30 P.M. (ESTIMATED TIME), GREENWOOD CEMETERY, BEMIDJI, MN

ALL LAW ENFORCEMENT OFFICERS ATTENDING THE FUNERAL ARE ASKED TO REPORT TO THE RED LAKE COMMUNITY CENTER AT 12:00 P.M. FOR PARKING INSTRUCTIONS AND STAGING

ALL LAW ENFORCEMENT OFFICERS ATTENDING THE CEMETERY SERVICE ARE ASKED TO REPORT TO THE GREENWOOD CEMEMTERY AT 4:00 P.M. FOR PARKING INSTRUCTIONS AND STATING

RADIO CHANNEL FOR ALL FUNERAL COMMUNICATIONS ON AUGUST 2nd will be STAT5

CONTACT MN LAW ENFORCEMENT MEMORIAL ASSOCIATION (LEMA) PRESIDENT BRIAN HUBBARD 763-531-1011 IF THERE ARE QUESTIONS.

CRYSTAL POLICE DEPARTMENT
OPR/



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SAMPLE FINAL 10-7 CALL

_____ TO _____. (PAUSE)
(Dispatch or Number) (Squad/Badge Number)

_____ TO _____. (PAUSE)
(Dispatch or Number) (Squad/Badge Number)

All Units, _____, **badge** _____ **is Out of Service. (PAUSE)**
(Officer's Name) (Badge Number)

End of Watch, _____. (PAUSE)
(Date of Death)

(Any Brief Commentary – i.e. "Thanks for your service," "You will be missed", "We've got it from here", "Rest easy", etc.)

_____, **badge** _____ **is 10-7.**
(Agency Name) (Badge Number)



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SAMPLE RADIO COMMUNICATION PLAN

ICS205 INCIDENT, EVENT OR EXERCISE COMMUNICATIONS PLAN			INCIDENT/EVENT NAME			DATE/TIME PREPARED		OPERATIONAL PERIOD DATE/TIME	
			Deputy Josh Owen Funeral			4.19.2023 1300hrs // rev. 4.20.2023 @ 1230hrs		4.21.2023 1200hrs thru 4.22.2023 1600hrs	
Line	Function (NET) <small>(COMMAND, TACTICAL, SUPPORT, AIR)</small>	Talkgroup/Channel/Phone	Assignment <small>(NAME, ROLE, PLUS OTHER)</small>	RX Freq (N or W)	RX Tone/NAC	TX Freq (N or W)	TX Tone/NAC	Mode <small>(A, D, or N)</small>	Remarks
1	Command	STAC 11	COMMAND	N/A	N/A	N/A	N/A	D	POC - Dan Miller
2	TACTICAL	STAC 10	ATTENDEE STAGING	N/A	N/A	N/A	N/A	D	POC - Jason Mathwig - Announcement for Visiting Squads
3	TACTICAL	VTAC 11	ATTENDEE STAGING	151.1375	156.7	151.1375	156.7	A	Pope PSAP to Patch With STAC 10
4	TACTICAL	LTAC 8E	SECURITY	N/A	N/A	N/A	N/A	D	POC - Reed Reinbold
5	TACTICAL	LTAC x	EXPANDING SECURITY	N/A	N/A	N/A	N/A	D	First Available for Expanding Event. Pope PSAP to Patch with LTAC 8E
6	TACTICAL	LTAC 8E	PROCESSION	N/A	N/A	N/A	N/A	D	POC - Kelly Mager
7	TACTICAL	LTAC 8E	CEMETERY	N/A	N/A	N/A	N/A	D	POC - Darcie Zirbes
8	TACTICAL	STAC 7	FIRE/EMS	N/A	N/A	N/A	N/A	D	POC - Bruce Cerny - Fire/EMS Event
9	AIR	PHONE/RADIO BACKUP	FLYOVER	N/A	N/A	N/A	N/A	A	Pilot - Paul Brutlag 218-731-2110
10	TACTICAL	8SOA 1	PARKING	853.9250 N	293	853.9250 N	293	D	POC - Jason Mathwig
11	TACTICAL	8SOA 2	FORMATION	853.9375 N	293	853.9375 N	293	D	POC - Shawn Widmer
12	TACTICAL	8SOA 3	LEMA LOGISTICS	853.9500 N	293	853.9500 N	293	D	LEMA Logistics Coordination
13	TACTICAL	8SOA 4	SERVICE	853.9625 N	293	853.9625 N	293	D	POC - Kent Bauman
14	SUPPORT	S-COML	OTHER	N/A	N/A	N/A	N/A	D	Communications Unit - 320-828-6685
15	OTHER	PHONE	POPE PSAP	N/A	N/A	N/A	N/A	D	320-634-5411
SPECIAL INSTRUCTIONS									
Pope County PSAP: Air Medical should follow normal procedure (first available STAC). Pope patrol operations use CM 12. Pope to patch for expanding event to first available LTAC non-encrypted. Pope to patch attendee staging VTAC 11 to STAC 10. Status Board reservations by COML. Command Post tactical dispatchers to manage incident communications on COMMAND and SECURITY nets.									
COML: Brandon Larson (COML) // Deputy COML Ace Bonnema AGENCY: City of Saint Cloud // Kandiyohi Emergency Management PHONE: Brandon 320-828-6685 // Ace 320-212-3820 EMAIL: Brandon.Larson@ci.stcloud.mn.us // Ace.Bonnema@kcmn.us						INCIDENT/EVENT LOCATION			
						Minnewaska High School 25122 Hwy 28, Glenwood, MN 56334			

[illegible]