



Line of Duty Death
Department Procedures

January, 2010
(Revised)

Line of Duty Death, Department Procedure

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Line of Duty Death Protocol

Santa Barbara County Sheriff's Department

Introduction

A Deputy's death in the line of duty will be an extraordinarily traumatic event for both the surviving family and to our organization. When this happens, the tragedy will most likely be a sudden event and without warning. The time period from the death to the laying to rest of our comrade will be extremely short and will require our Department to move quickly and with great compassion and organization to provide a fitting memorial for our Deputy.

The purpose of this document is to provide a written contingency plan to assist our Department with the planning and coordination that will become necessary when an event like this occurs.

The plan is devised for maximum structural flexibility and not to overburden any one individual.

The plan assigns responsibility to individuals and teams for the:

- 1. Notifications***
- 2. Planning***
- 3. Execution of Services***
- 4. Death Investigation***
- 5. After Care***

Since this catastrophic event could take place at any time, the Sheriff and Sheriff's Executive Staff should carry the plan in their Department vehicles. The Undersheriff or Chief Deputies may need to initiate the plan if the Sheriff is unavailable.

As the plan is read you will see that the organizational system we use is designed along the lines of the Incident Command System (ICS). The plan is administrated by a Planning Group Manager, or Incident Commander, and the work load is divided among specific Divisions and Groups.

Line of Duty Death Protocol

Santa Barbara County Sheriff's Department

Introduction

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Once the Planning Group Manager (Undersheriff or Chief Deputy) is designated by the Sheriff, that person should obtain the Line of Duty Death container, (maintained by the Community Resource Division or Personnel Division.) The container houses the following notebooks, which comprise the detailed lists of responsibilities for each ICS position within this structure.

- 1. Planning Group Manager***
- 2. Logistics Group***
- 3. Viewing/Vigil Division***
- 4. Memorial Service Division***
- 5. Interment Division***
- 6. Reception Division***
- 7. Family Liaison Officer***
- 8. Public Information Group***

Immediately, the Planning Group Managers need to appoint Division/Group leaders for each of the eight positions. A meeting of all Division/Group leaders then needs to be called without delay. At this initial meeting the distribution of the assignment notebooks should be made.

The notebooks are meant to be a starting point for each leader. Leaders should keep an open mind since no pre-plan can cover all possibilities.

When a Line of Duty Death strikes our Department, it is imperative that we move quickly and efficiently. It is hoped that this pre-designed structure will be an aid.

All of us desire that this plan will never be implemented, but pre-planning for such an event is prudent.

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**Section 1
Sheriff's Responsibility**

Upon the death of any Santa Barbara County Sheriff's Department Deputy, the Sheriff or Undersheriff should immediately be notified. In the case of a Line of Duty Death, it is imperative that this communication is made without delay.

During notifications, it is imperative that accurate information is passed quickly and discretely. Our radio traffic is monitored regularly by the media and private citizens. Names of dead or injured Deputies shall NEVER be given over the radio. All communications of this sensitive nature shall be conducted by telephone.

Upon the receipt of this tragic news, the Sheriff, Undersheriff or designee (if the Sheriff is unavailable) should coordinate the following:

- 1. Order Department notifications***
 - a. Command Staff***
 - b. PIO***

- 2. Assemble the Notification Team***
 - a. Sheriff (if possible) or representative***
 - b. Family Liaison Officer (select the individual)***
 - c. A Deputy friend of the family or close civilian family friend***
 - d. Department Chaplain***

- 3. Make surviving family notification (See "Notification of Next of Kin" information in next section.***

- 4. Set up a Command Staff Meeting to commence upon the completion of the notification process.***

- 5. Command Staff Meeting***
 - a. Appoint the Planning Group Manager to coordinate all ceremonial services and issue the Line of Duty Death container that holds the notebooks comprising the detailed responsibilities of this function.***

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**Section 1
Sheriff's Responsibility
- continued -**

- b. Have appropriate Mental Health Counselors and department Chaplains available for department personnel.***
- c. Discuss all pertinent issues.***

For detailed information of making the Next of Kin Notification, please refer to the next section (Section 2).

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Santa Barbara County Sheriff's Department**

**Section 2
Next of Kin Notification**

The importance of the NEXT OF KIN NOTIFICATION cannot be over-emphasized. This process will set the tone for many difficult days, weeks, months and years for the surviving family. Sensitivity and compassion are imperative.

Family notification should be made as quickly as possible to avoid the family receiving a notification from an outside party. The media will employ many efforts to seek out the name of the fallen Deputy. We must use all necessary measures to protect the next of kin from unwanted media exposure.

For this reason, the Notification Team will need to assemble rapidly. The team should be at least two and preferably three individuals with individual vehicles. The team should be comprised of the following members:

- 1. The Sheriff - If the Sheriff is unavailable, the highest ranking available Officer***
- 2. Family Liaison Officer selected by the Sheriff***
- 3. A Deputy friend of the family or close civilian family friend***

If the fallen Deputy's family resides far enough out of the area as to make our Department's participation in the notification impractical, the local Law Enforcement agency in the area should be notified to make a timely notification.

Another distinct possibility is that our Department could experience a loss of more than one member. This would require multiple notification teams to be assembled and deployed.

Before you arrive at the residence, verify latest information, and decide who will speak and what that person will say.

A word of warning, the family may strike out and blame our Department for their loss. For this reason, the initial notification and how we handle it is extremely important.

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Section 2
Next of Kin Notification
- continued -

Steps to be taken at the residence:

1. ***It may become necessary to have paramedics standby if the people receiving the news are medically vulnerable. If this is done, have them standby near the residence, but not in view.***
2. ***At the door, identify yourself and ask to come in. (Notification should take place in a private setting.)***
3. ***When inside, ensure you are notifying the right person.***
4. ***Get people in a comfortable or relaxed setting: the most important function of the person making the notification is to put all of the known basic facts into one sentence and tell them.***
5. ***Make sure your message is absolutely clear and direct.***
6. ***Begin with, "I have very bad news" or "I'm very sorry to tell you."***
7. ***Let them know how it happened.***
8. ***Allow the family to express their emotions. Do not try to talk them out of their grief.***
9. ***This is a very sad time. Do not mask your own grief.***
10. ***Provide only the facts you know, never speculate. If you cannot answer a question, find out the correct answer.***
11. ***Phrases or words to avoid:***
 - a. ***"I know how you feel."***
 - b. ***"It was God's will."***
 - c. ***"Life will go on."***
 - d. ***"He/She would have wanted to go this way."***
 - e. ***"Be brave."***
 - f. ***"Passed away"***
12. ***Use the victim's first name when referring to our Deputy.***

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**Section 2
Next of Kin Notification
- continued -**

- 13. Ask if the Department can assist by notifying immediate family members (parents, brothers and sisters).**
- 14. With the permission of the next of kin, the Department can help setup a support system:
 - a. Clergy**
 - b. Relatives**
 - c. Friends****
- 15. Never leave immediately after making a notification.**
- 16. Do not leave people without a support system. Wait for others to arrive.**
- 17. Do not take the victim's personal items with you.**
- 18. If family members wish to see the Deputy, arrangements need to be made rapidly for the viewing. Sensitivity to the family is very important. Provide the best possible environment and avoid delays that heighten the family's anxiety.**
- 19. Offer to transport the family to the location of the Deputy, and help prepare them for what they will see.**
- 20. Do not let them drive.**
- 21. If you transport the family, turn off your radio and/or advise dispatch that you are transporting the relatives and, if possible, switch to an alternate channel, or communicate by cell phone.**
- 22. If the Department's Family Liaison Officer is not present at the notification, the family should be given the name prior to the team departing. Write down his or her telephone and pager numbers. If possible, this person should already be known by the family.**
- 23. Have one member of the Department stay with the family, unless the family declines.**

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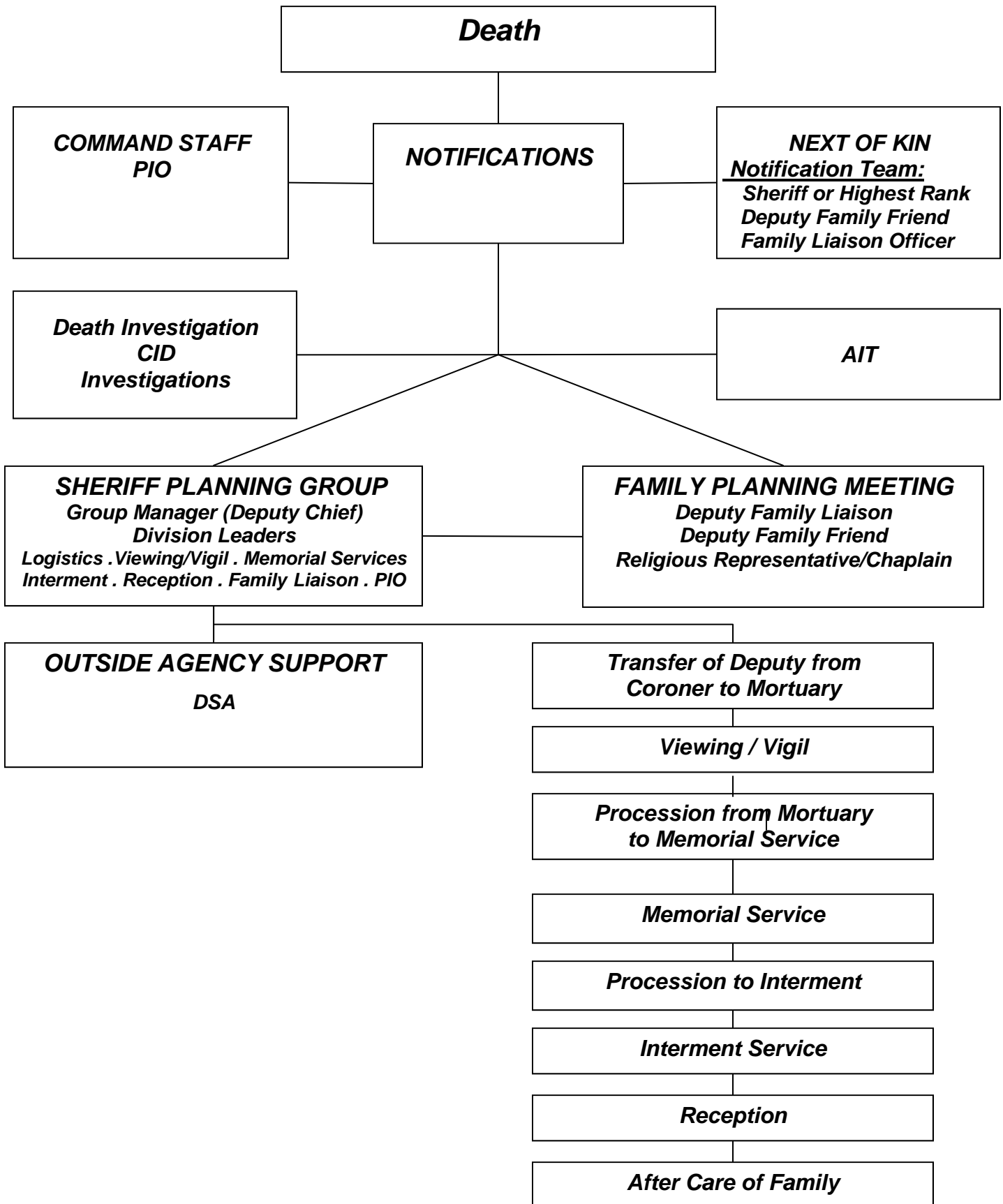
- 24. *Advise the family that the Family Liaison Officer will contact them to assist with the necessary arrangements.***

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**Section 2
Next of Kin Notification
- continued -**

- 25. Ask if the Department can pick up any children who may be away at this time.**
- 26. Advise the family of possible media calls. Unwanted media exposure will only add to the difficulty of this tragedy. Suggest that a friend of the family screen their incoming calls. Provide the family with the PIO's name and contact information. (Telephone number, cell phone, pager.)**
- 27. Assure the family that their wishes are the Department's number one concern.**
- 28. Advise the family that an autopsy is required by law.**
- 29. Ensure the family understands that they do not have to make any immediate decisions regarding services, mortuary, wills, etc.**
- 30. Before leaving the residence, try to set a time for a Family Planning Meeting. There are decisions that will need to be made by the family that will shape the planning process. This meeting should take place within the first 24 hours.**

LINE OF DUTY DEATH EVENT SEQUENCE FLOW CHART



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**Section 4
Planning Group Manager**

It is very important to both the immediate family of the deceased and to our Deputies, that our Department provides the best possible tribute to our fallen comrade(s). For this reason it is extremely important that an effective group of planners is gathered to manage all activities. The organizational structure that will become necessary to control and coordinate this effort is patterned after the ICS structure that is utilized to manage major emergency incidents.

A Deputy Chief will be designated by the Sheriff or the Undersheriff, and will lead the Planning Group as the Planning Group Manager. This Manager will be appointed as quickly as possible and have overall responsibility and control of coordinating all activities involving the planning and execution of the plans that provide an appropriate memorial service for our fallen Deputy.

The Planning Group Manager will supervise the following seven Divisions/Groups:

- 1. Logistics Group*
- 2. Viewing/Vigil Division*
- 3. Memorial Service Division*
- 4. Interment Division*
- 5. Reception Division*
- 6. Family Liaison Group*
- 7. Public Information Group*

Once the death occurs, or is eminent, the Planning Group Manager should assign the Division/Group Leaders to appropriate individuals and a staff meeting should be convened to distribute work assignment notebooks. It is important that this meeting is called ASAP. The laying to rest of our Deputy will take rapid action. There may be religious reasons that dictate this burial or cremation within three days of death.

The structure provided to the Planning Group Manager is meant to be a guide. It may be altered as the Manager sees fit.

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**Section 4
Planning Group Manager
- continued -**

As the overall event manager, the following are considerations that should be followed as planning progresses:

- 1. The desires of the surviving family are paramount at all times.***
- 2. Planners should be aware that open and frequent communication between and within the Planning Group is key to successfully coordinating this effort.***
- 3. Rehearsals of specific events is advisable, if possible, to reduce confusion.***
- 4. It is advisable for the Planning Group to meet once or twice daily. This allows all Division/Group Leaders to see the overall work in progress.***
- 5. The earlier the team is activated, the better. Lost time can never be made up when dealing with this workload in a three to five-day window.***
- 6. This is a complex event to manage. Bring the best talent to the Group that is available.***
- 7. Give your Division/Group Leaders authority to select the best people to staff their organizations.***
- 8. Think Big - There is a potential for having thousands of individuals participating in a full Law Enforcement funeral.***
- 9. Remember there is planning support available from other agencies.***
 - a. DSA***
 - b. Other major agencies (Fire, Police, CHP)***

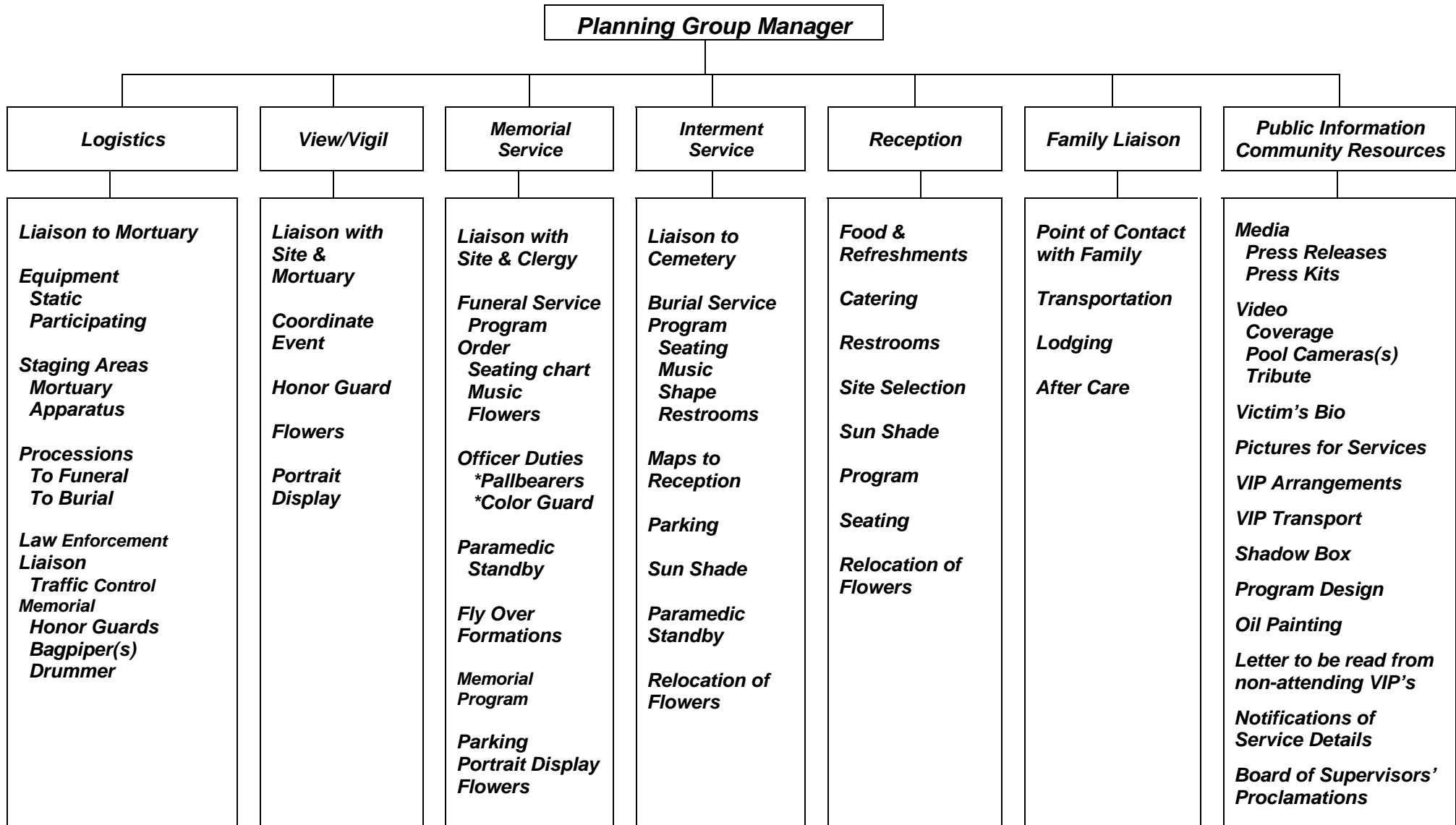
**** See the Planning Group Organizational Chart on the next page.***

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**** *Included in this notebook are individual Division/Group job descriptions.***

******Also included are the individual Division Group notebooks for you to distribute.***

LINE OF DUTY DEATH PLANNING GROUP ORGANIZATIONAL CHART



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**Section 6
Logistics Group**

The Logistics Group is established to manage specific areas of responsibility as outlined in this document in response to a Line of Duty Death.

The Logistics Group Leader shall report directly to the Planning Group Manager.

The Logistics Group Leader will need to appoint competent staff members to assist with the Group's responsibilities which are far reaching.

This Leader is responsible for the following:

- 1. Arrange for transportation of deceased from Coroner to mortuary.*
- 2. Designate and coordinate the use of all Sheriff's Department equipment and vehicles for events:
 - a. Sheriff units in processions*
 - b. Outside agency vehicles*
 - c. VIP transport:
 - 1) Surviving family*
 - 2) Politicians*
 - 3) County and City Management Officials*
 - 4) Clergy***
- 3. Designate vehicle and equipment order for all processions.*
- 4. Designate route of procession:
 - a. If possible, the procession should go through town to allow the public to be involved in the ceremony.*
 - b. Mortuary to service.*
 - c. Visiting agencies meeting with the procession to service site.*
 - d. Service site to burial.*
 - e. NO SIRENS will be activated during any procession.*
 - f. Vehicles and equipment should have emergency lights activated during any procession.**
- 5. SBSO vehicle static displays:*

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- a. *In-service vehicles and personnel standing-by on procession routes.***

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Section 6
Logistics Group
- continued -

- 6. *Coordinate with Planning Manager if mutual aid will be needed to fill SBSO Stations or work assignments.***
- 7. *Liaison with PD or CHP:***
 - a. *Motorcycle escort***
 - b. *Street closures along route***
- 8. *Organize staging areas:***
 - a. *Locations:***
 - 1) *Mortuary staging area***
 - a) *Liaison with mortuary***
 - b) *Organizes SBSO vehicles (plain cars, staff cars, marked units)***
 - 2) *Outside Agency and Liaison Officer Staging Area (officer needed, possibility of over 100+ vehicles to control)***
 - b. *Need to provide:***
 - 1) *Restrooms***
 - 2) *Refreshments***
 - 3) *Food***
- 9. *Obtain services of a bagpiper.***
- 10. *Obtain one or two buglers. (They may need to be amplified.)***
- 11. *Obtain the services of a drummer, if desired.***
- 12. *Obtain adequate white gloves for Command Staff, pallbearers and color guard.***
- 13. *Obtain black bands for badges (Special Services).***
- 14. *Design all necessary maps.***
- 15. *Obtain flag that will accompany casket.***

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Section 6
Logistics Group
- continued -

- 16. *Select eight pallbearers and a leader. Coordinate with Family Liaison Officer for family preferences. (May be Honor Guard – although family members may want to participate.)***
- 17. *Coordinate the SBSO color guards.***
- 18. *Issue a directive that specifies uniform to be worn.***
 - a. *Hat***
 - b. *Tie***
 - c. *Black badge band***
 - d. *Class A***
- 19. *Arrange for helicopter fly over, if desired. (Coordinate with Aviation Bureau.)***
- 20. *If there are injured Deputies who wish to attend any service, provide for their transportation.***

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**Section 7
Viewing/Vigil Division**

The Viewing/Vigil Division will be established if service is desired by the family(s).

The Viewing/Vigil Leader will report to the Planning Group Manager.

Necessary information the Division needs to obtain, is:

1. *Service date: (usually one to two days prior to Memorial)*

2. *Location:* _____

3. *Time:* _____

The duties and responsibilities of this Leader are:

1. *Liaison with mortuary.*
2. *Liaison with clergy.*
3. *Coordinator with service facility.*
4. *Coordinate with Logistics if the body is moved to a site away from mortuary.*
5. *Service content and order*
6. *If this form of event is held, it is the responsibility of this Division to provide Honor Guards for posting at or near the casket. Five guards will be needed, one at each end of the casket. Rotate guards every 15 minutes. Coordinate with the Family Liaison Officer if there are preferred individuals by the family.*

Honor Guard Supervisor: _____

Honor Guards' Names:

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**Section 7
Viewing/Vigil Division
- continued -**

7. Other considerations:

- a. Immediate family members should be escorted by SO personnel to and from the viewing.**
- b. Catholic protocols may include a rosary service in conjunction with the viewing. This may or may not require the participation of an Honor Guard.**
- c. It is generally proper protocol for Honor Guards to wear their uniform hat inside the church or mortuary, including the time spent posted alongside the casket. Gloves should also be worn.**
- d. The event is usually held one or two days prior to the memorial service.**
- e. The casket may be open or closed.**
- f. Counselors, Chaplains or Mental Health Professionals should be on site for counseling, if necessary.**
- g. Pictures of our fallen Deputy should be present. It is the responsibility of the PIO group to provide:
 - 1) An oil pointing, if possible**
 - 2) Photographs****
- h. Flowers**

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**Section 8
Memorial Service Division**

Memorial Service Division is responsible for planning and coordinating any and all arrangements for the main service for a Line of Duty Death.

The Division Leader will report directly to the Planning Group Leader.

For proper planning to commence, it is very important that the following information be submitted to this Division from the planning Group Manager and Family Liaison Officer, as soon as possible. Necessary information includes the following:

1. ***Date:*** _____
2. ***Location:*** _____

3. ***Time:*** _____
4. ***Level of Sheriff's Department involvement***
5. ***Open or closed service to public and outside agencies***
6. ***Open or closed casket***
7. ***Preferred music:*** _____
8. ***Preferred speakers:*** _____
9. ***Will a bagpiper be used:*** Yes _____ No _____
10. ***Will media be allowed to participate and to what level (open access or pool camera and reporters).***

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**Section 8
Memorial Service Division**

- continued -

Outline of Memorial Service Division's responsibilities:

- 1. Ensure the facility is large enough to handle anticipated large numbers. You may have to plan for overflow.***
- 2. Coordinate with:***
 - a. Logistics – arrival and departure from service***
 - b. Religious Leaders – program content***
- 3. Design order of program. This service should last no more than one hour and forty minutes. Coordinate with Planning Group Leader on starting time of the service.***
- 4. Design seating plan – If indoors determine capacity and obtain a floor plan drawing.***
 - a. Family area***
 - b. VIP's***
 - 1) Politicos***
 - 2) County and City management***
 - 3) Local, state and national VIP's***
 - 4) SBSO Command Officers***
 - 5) Outside agency VIP's***
 - c. SBSO personnel***
 - d. Civilian friends***
 - e. Visiting departments (possibly in blocks)***
 - f. Recruit academies***
 - g. Retired SBSO Command staff and personnel***
- 5. Coordinate music***
 - a. Family requests***
 - b. Other***
 - c. How music is to be performed***
 - 1) Choir***
 - 2) Soloists (very impressive, if possible)***
 - 3) Recording***
 - 4) Orchestra***
 - 5) Small group (instrumental)***
- 6. Adequacy of PA system***

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**Section 8
Memorial Service Division**

- continued -

- 7. *If outdoors, there are special needs:***
 - a. *PA system***
 - b. *Tent***
 - c. *Chairs***
 - d. *Restrooms***
 - e. *Water***
 - f. *Stage***
 - g. *Power***
 - h. *Shade***

- 8. *Coordination with pallbearers. The designation of individual pallbearers will be the responsibility of the Logistics Group.***

- 9. *Conduct any rehearsals deemed necessary.***

- 10. *There should be Paramedic and/or ambulances standing by.***

- 11. *Coordinate program: Advise Family Liaison, who will keep the family informed.***
 - a. *Content***
 - b. *Order***
 - c. *Number of speakers***

- 12. *Eulogy presenter: Should be strong speaker and well prepared.***

- 13. *Need large photo/oil painting of deceased for service. Coordinate with Family Liaison and PIO Group.***

- 14. *Need a shadow box (PIO Group to provide) to present with:***
 - a. *Badge***
 - b. *Patches***
 - c. *Hat hardware***
 - d. *Picture (PIO's to provide)***

- 15. *Select the ushers to be used and tasks for them to carry out.***

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**Section 8
Memorial Service Division**

- continued -

- 16. *Sheriff Chaplain***
- 17. *Separate and private room for family***
- 18. *Parking requirements***
- 19. *Coordinate with PIO group on the printed program for service.***
- 20. *Coordinate with the PIO group on an appropriate video presentation:***
 - a. *Interviews with friends, supervisors***
 - b. *Any pre-existing video of Deputy***
 - c. *Department video clips***
- 22. *Memorial program distribution***
- 23. *Parking***
- 24. *Portrait display***

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**Section 8
Memorial Service Division
- continued -**

Possible Order of Service

- 1. Invocation**
- 2. Prayer**
- 3. Opening remarks/greetings**
- 4. Special music**
- 5. Scripture reading/Minister's remarks**
- 6. Speakers**
 - a. VIP (Board of Supervisor, A.O., Mayor or contract city**
 - b. Board of Supervisor representing district accident occurred.**
 - c. Any State or Federal politicians**
 - d. Family representative(s)**
 - e. DSA representative**
 - f. SO representative's friend(s)**
- 7. Eulogy – Sheriff'**
- 8. Special music**
- 9. Presentations**
- 10. Closing remarks/prayer**
- 11. Bagpipes**
- 12. Dismissal instructions**

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**Section 9
Interment Division**

The Interment Division is established to manage all arrangements for an interment service in response to a Line of Duty Death.

The Interment Officer shall report directly to the Planning Group Manager.

The graveside service normally consists of a short religious service and several Law enforcement protocols.

Remember, the arrival at the cemetery is a very difficult time for family members. A long wait before the service begins can cause a great deal of anxiety. If an extremely long motorcade or delays are anticipated, it may be advisable to arrange for a family waiting room. It is imperative to have a parking plan at the cemetery. Cemeteries usually have traffic plans and know exactly how many vehicles can be accommodated.

Critical information for this Division:

- 1. Open or closed service to the public***
- 2. Location***
- 3. Time of anticipated arrival***
- 4. Number of anticipated guests***

This Division is responsible for:

- 1. Organizing program***
- 2. Setting formation***
- 3. Providing seating for at least family and VIPs***
- 4. Providing restrooms if deemed necessary***

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**Section 9
Interment Division
- continued -**

5. *Distributing maps to reception location*
6. *Shade, if necessary*
7. *Liaison with cemetery*
8. *Liaison with clergy*
9. *Coordinate flag presentation to family. This will be conducted by the pallbearer team, Honor Guard and Sheriff.*
10. *Present badge, name tag, and patch in a case to the family.*
11. *Create a parking plan*
12. *Provide a sound system*
13. *Coordinate a possible flyover of aircraft*
14. *Provide electrical power*
15. *Provide a public address system*
16. *Provide and coordinate a bugler – Playing of Taps*
17. *Coordinate bagpiper*
18. *Coordinate 21-gun salute*
19. *Relocation of flowers*

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**Section 9
Interment Division
- continued -**

Possible Program for Interment

1. *Assembly*
2. *Officers attention, salute (when casket is moved from hearse to grave)*
3. *Opening prayer*
4. *Scripture reading*
5. *Bagpiper*
6. *Committal reading, closing prayer*
7. *Taps*
8. *Flag folding*
9. *Flag presentations by Sheriff*
10. *21-gun salute*
11. *Fly by (if possible)*
12. *Attention, dismissal*

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**Section 10
Reception Division**

The Reception leader shall be responsible directly to the Planning Group Manager.

It is the responsibility of this Division to organize and provide food and refreshments at a reception at the conclusion of the burial service. This will probably take place at a location away from the cemetery.

The responsibilities of this Division include:

- 1. Location selection (ensure the site has parking and a venue large enough to accommodate the anticipated group.)***
- 2. Number of anticipated attendees***
- 3. Anticipated starting time***
- 4. Anticipated closing time***
- 5. Menu and refreshments***
- 6. Is the event to be catered?***
- 7. Provide maps to be handed out at the internment.***
- 8. If outside:***
 - a. Tents***
 - b. Bathrooms***
 - c. Tables***
- 9. Any introductions and/or program:***
 - a. PA system***
 - b. Stage***
- 10. Relocation of flowers***

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**Section 11
Family Liaison Officer (FLO)**

The Family Liaison Officer is a critical position in our Line of Duty Death protocol.

This Officer will be designated by the sheriff or Undersheriff immediately after the death.

The Family Liaison Officer (FLO) shall:

- 1. Accompany the Sheriff or designee during the initial family notification.***
- 2. Conduct the Family Planning meeting within 24 hours.***
- 3. Act as Department's single point of contact to the family.***
- 4. Manage the After Care Program.***

Designated individuals should be available by pager at all times.

Once assigned, the FLO will be available 24-hours a day until after the burial. For the entire funeral process, the Family Liaison should be assigned the following:

- 1. A Sheriff's unmarked vehicle***
- 2. Communication equipment:***
 - a. Cell phone,***
 - b. Portable radio,***
 - c. Pager***

The FLO should also designate an assistant to help with this very important function.

In the event of a multiple death, it will be necessary to have one liaison for each victim.

Initial Notification:

It is critical that the FLO is designated as quickly as possible after the death. If possible, this person should attend the initial notification of death visit, which will allow the FLO to start building a relationship with the family. If this is not possible, the name, telephone (cell), and pager

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numbers should be given to the family prior to leaving the initial notification visit.

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Santa Barbara County Sheriff's Department**

**Section 11
Family Liaison Officer
- continued -**

Family Planning Meeting:

As soon as it is practical after the notifications (within 12 to 24 hours), it is important that the FLO schedule a Family Planning Meeting. The decisions made at this meeting will provide important information to the planning and logistics effort as we prepare for an honorable service(s) for our fallen Deputy.

The meeting will be difficult for both the family and the Sheriff's team, but it will be an important step in the eventual recovery of the family.

For this meeting, our Department should be represented by the following:

- 1. Sheriff Family Liaison Officer***
- 2. Assistant Family Liaison Officer (friend of the family)***
- 3. The family's religious representative or our Sheriff Chaplain***

At this meeting, the family should decide how many people will represent them. A word of caution, this will most likely be an emotional meeting, the fewer members present, the more constructive the meeting. A large group could make the painful process more difficult to manage.

Always keep in mind that we are there to facilitate the wishes of the family.

It is important that we first explain all options to the family regarding service types and Sheriff involvement before any decisions are made. The FLO must be prepared to discuss all aspects of the funeral process and counsel the family in its decisions.

One of the most important decisions that will need to be reached is the site of the memorial/funeral service. Explain to the family that a traditional Law Enforcement memorial service could bring 4,000 to 5,000 mourners, thus requiring a large venue.

Explain that our Department is ready to organize such a large service. Let the family know that if a decision is made to proceed with a traditional line of duty service that the family will be consulted on every detail, if desired.

**Line of Duty Death Protocol
Santa Barbara County Sheriff's Department**

**Section 11
Family Liaison Officer
- continued -**

The FLO should explain what a traditional Sheriff's Department funeral includes:

- 1. Flag draped casket***
- 2. Sheriff – pallbearers (8) and color guard***
- 3. Vehicle procession (SBSO and outside agencies)***
- 4. Honor Guard at viewing***
- 5. Bagpipers***
- 6. Motorcycle escort***
- 7. 21-gun salute***
- 8. Bugler playing Taps***
- 9. Eulogy and speeches by Sheriff, Politicos***

It is hoped that the family will allow the service to be conducted in Santa Barbara county, but with our personnel living over such a large area, the family may want to hold the service in a different area.

Be prepared for the potential of being blamed for the loss of the loved one. It is very natural for people to find scapegoats in a time of extreme grief. There is always a possibility that the family will refuse all Sheriff's Department assistance. If this happens, calmly state, "we respect your wish." Also advise them that it is our Department's intent to memorialize our Deputy with a service that will be held in Santa Barbara county and that they are welcome to attend. Explain that this service is not meant to bypass the family's wishes, but that it is extremely important to our grieving Deputies and the Law Enforcement community to properly pay tribute to one of our own.

Remember, some religions require that the deceased is buried or cremated within a three-day period of time. If these time requirements are present, it becomes even more important that the process moves rapidly.

It is important to advise the family that thousands of Law Enforcement Officers will come to pay their respects.

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In the following pages work sheets are provided for you to follow as you proceed through this process.

**Line of Duty Death Protocol
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**Section 11
Family Liaison Officer
- continued -**

Family Planning Checklist

1. **Mortuary to be used after coroner's autopsy: (Have suggestions available, if family expresses no preference.)**

Name _____

Address _____

Telephone # _____

2. **Would the family like a formal Law Enforcement service? Explain what this would entail.**

Yes _____ No _____

3. **Is there a preference? Burial ___ Cremation ___ Other ___**

4. **Has a cemetery plot been purchased? Yes ___ No _____**

Location _____

If no, preferred location _____

5. **Will there be a Vigil/Viewing? (Usually one to two days prior to Memorial Service.) If yes:**

Location _____

Date _____

Time _____

6. **Nature of Memorial Service**

a. **Religious preference, if any** _____

b. **Open or closed to public? Open ___ Closed ___**

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- continued -**

c. Location (Large area, if open service, church, synagogue, arena, outside.

1) Name _____

2) Location _____

3) Date _____

4) Time _____

d. Open or closed casket, Open ____ **Closed** ____

7. Is there a religious requirement for burial time frame? Yes ____ **No** _

If "Yes," when burial or cremation must be completed by:

Date: _____ **Time of Day:** _____

8. Burial (graveside) service? Yes ____ **No** ____

a. SO involved? Yes ____ **No** ____

9. Ask if the Sheriff's Department can assist with out-of-town family arrangements.

a. Transportation

b. Lodging

10. Ask if there are preferred pall bearers; eight will be needed in total. If no preference is made, suggest the Honor Guard and assure the family that the Sheriff will select the necessary and appropriate individuals.

Preferred Names

_____	_____
_____	_____
_____	_____

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**Section 11
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- continued -**

11. SO needs family contact numbers

<u>Name</u>	<u>Relationship</u>	<u>Telephone #</u>

12. Are there preferred scriptures? _____

13. Is there preferred music? _____

14. Are there preferred speakers _____

15. If family chooses not to have deceased Deputy in uniform, you will need to obtain all articles of clothing that the deceased will wear and deliver them to the funeral director.

16. Obtain recent photographs of the deceased for the Memorial Officer and PIO.

17. Does the family want to designate a "Family Spokes Person" to communicate with the media in addition to the Department's PIO?

**Line of Duty Death Protocol
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**Section 11
Family Liaison Officer
- continued -**

After Care

It is the responsibility of the Santa Barbara County Sheriff's Department to assist the surviving family(s) during their recovery from the devastating event of a line of duty death. There will be many details, paperwork, and steps with which our organization can assist the family. This assistance may extend over a length of time. This assistance may extend over a length of time.

The Family Liaison Officer (FLO) is charged with providing the necessary assistance. This officer may need to select individuals with special expertise to assist in this function.

After care may require a generous time commitment, but as details are handled, the work load will diminish.

The surviving family should always be considered one of our own. This is what we would like the Department to do for our families, if we were the fallen Deputy.

After care responsibilities include, but are not limited to:

- 1. Assisting the family(s) with the completion of all forms for benefits:***
 - a. Sheriff/County***
 - b. State***
 - c. Federal***
 - d. Insurance***
 - e. Deferred Compensation***
 - f. Assisting with taxes***

- 2. Review of all bills before payment by survivors for legality, honesty and accuracy. This should include last illness, previous debts, and funeral expenses. Some bills may be covered by insurance or otherwise not legally due.***

- 3. Change of titles and bank accounts.***

**Line of Duty Death Protocol
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**Section 11
Family Liaison Officer
- continued -**

- 4. *Grief counseling***
- 5. *Invitations to SO functions: This is important. The family should never feel that they are not still included in our SO family.***
- 6. *At some point the deceased's locker will need to be cleaned out and the contents returned to the family. It is the FLO's responsibility to do this. It is advisable that the contents are screened for inappropriate material prior to sending to the family.***
- 7. *Any other needs.***

**Line of Duty Death Protocol
Santa Barbara County Sheriff's Department**

**Section 12
Public Information Group**

The Public Information Group is established primarily to coordinate and disseminate all information regarding a Line of Duty death.

The Group Leader will report directly to the Sheriff, Planning Manager or his designee, during the service preparation phase.

RULE NUMBER ONE – DO NOT RELEASE THE NAMES OF INJURED OR DECEASED DEPUTIES PRIOR TO THE NOTIFICATION OF NEXT OF KIN.

Think of how tragic it would be if the media informed the family of the loss.

The responsibilities of the PIO Group include:

- 1. The coordination and/or presentation concerning all media contacts***
 - a. Interviews***
 - b. News conferences***
 - c. Written news releases***

- 2. Notification of the death and pertinent information to:***
 - a. All agencies nationwide via a teletype***
 - b. President***
 - c. Governor***
 - d. Senators – State and Federal***
 - e. Representatives – State and Federal***

- 3. Rapid notification to important State and Federal politicians is very important if you desire their participation. They need as much lead time as possible to adjust their schedules.***

- 4. Establish information telephone numbers for:***
 - a. Recorded information***
 - b. Live contact person***

**Line of Duty Death Protocol
Santa Barbara County Sheriff's Department**

**Section 12
Public Information Group**

- continued -

- 5. *Maintain Department web-site with current information regarding the death, death investigation and upcoming services.***
- 6. *Develop a complete biography of deceased individual(s) and recent pictures to be used.***
 - a. *For press***
 - b. *Ceremonies (colloque, portraits)***
- 7. *Preparation of a press kit that will include:***
 - a. *Bio(s)***
 - b. *Pictures***
 - c. *Service information***
 - d. *Maps***
- 8. *Organization of all media coverage at any/all service(s)***
 - a. *Consider the use of pool coverage***
 - 1) *Notify the Radio Television & News Association at (818) 986-8168.***
 - 2) *Notification needs to be done ASAP***
 - b. *Manage media viewing area at service and burial. They should not be in a position that would detract from any service in any way.***
 - c. *Work with the media, not against them. Good coverage will help in the tribute to our fallen comrade.***
- 9. *Preparation of printed service programs for:***
 - a. *Viewing***
 - b. *Memorial***
- 10. *Coordinate with Sheriff's Media Resources for taping of events.***
- 11. *Manage VIP Arrangements:***
 - a. *Airport pickup***
 - b. *Transport***

**Line of Duty Death Protocol
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c. Lodging

**Line of Duty Death Protocol
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**Section 12
Public Information Group**

- continued -

12. *Coordinate with Family Liaison if the family would like any of the following:*
 - a. *Set up trust funds(s)*
 - b. *Charity donations in-lieu of flowers*
13. *Maintain complete phone logs to avoid duplication.*
14. *Collect appropriate photos.*
15. *Have a shadow box constructed for display at any/or all services. It should contain:*
 - a. *Badge*
 - b. *Hat hardware*
 - c. *Patches*
 - d. *Photo*
16. *Have a video segment prepared, if appropriate, for memorial.*
 - a. *Friends*
 - b. *Supervisors*
 - c. *Pre-existing video*
17. *If additional PIO assistance is necessary, the Sheriff, or his designee, will activate previous department PIO's to assist.*
18. *Request letters from top political people who are unable to attend. These can be read at the service.*