

	<h1>Garner Police Department Written Directive</h1>	
	<b>Chapter:</b> 300 - Personnel	
	<b>Directive:</b> 310.09 - Line of Duty Death or Critical Injury	
<b>Authorized by:</b> Chief Brandon Zuidema		<b>Effective Date:</b> October 1, 2015
<b>CALEA Standards:</b> 22.2.6		<b>Last Revision:</b> January 1, 2015

### 310.9.1 – Purpose

The purpose of this written directive is to establish governing procedures for Department employees when they are called upon to provide family notification and/or victim assistance for a line of duty death or critical injury involving another Department employee.

### 310.9.2 - Policy

In the event an employee of the Garner Police Department dies or experiences a critical injury while on duty, or if Department personnel are the first to know of an employee's death or critical injury while off-duty, it is the responsibility of the Department to notify the next-of-kin and subsequently to provide as much assistance as possible.

### 310.9.3 – Definitions

- A. Critical Injury – any job-related injury, illness, or occupational disease incurred by an employee of this department which results in a life-threatening or life-altering condition.
- B. Line of Duty Death – the death of an active duty sworn officer, during the course of the employee performing police duties while on or off-duty:
  - 1. As the result of a felonious attack or other similar means;
  - 2. As the result of an accident; or
  - 3. As specified in the “Hometown Heroes Survivor’s Benefits Act” provision of the Public Safety Officers’ Benefits Program, sworn officers who die on-duty from a heart attack or stroke during non-routine stress, physical activity, or training.
- C. Survivor – a family member of a deceased employee to include spouse, children, parents, grandparents, siblings, fiancé, or significant other.

### 310.9.4 – General Guidelines

- A. When an employee of the Department dies or is critically injured on-duty, the on-scene supervisor (or the supervisor with knowledge of the incident if it occurred outside our jurisdiction) is responsible for making notification up the chain-of-command to the Chief of Police.
  - 1. The Chief of Police is responsible for making notification to the captains (who will make notification down their chain-of-command) and the Town Manager.
  - 2. The Administrative Lieutenant is responsible for making notification to a Department Chaplain to respond.

3. Unless there are extenuating circumstances, information pertaining to the death or critical injury of an employee shall never be given or taken over any mobile or portable radio.
  4. In the event of a line of duty death or critical injury, all press releases will be issued from, or approved by, the Chief of Police.
- B. Notification to survivors of a deceased or critically injured employee shall be made in person by Garner Police personnel regardless of the location of the survivor(s) unless the location is out-of-state or of such distance as to warrant the assistance of another law enforcement agency.
1. Whenever possible, the notification team shall include the Chief of Police or his designee, a Department Chaplain and a previously selected co-worker of the deceased or critically injured officer (as indicated on the employee's *Emergency Contact Form* (GPD form 310.9-A)).
    - a. If a Department Chaplain is not available every effort should be made to locate a member of the clergy, preferably the employee's Pastor, to assist in the notification.
    - b. The personnel involved in making the initial notification shall be referred to as the "notification team."
  2. The involved officer's family members not living in the employee's home should be granted the courtesy of personal notification if they live within a reasonable distance. If not, contact should be made with the law enforcement agency in their area to have the family member(s) notified in person.
- C. Prior to the initial notification being made, the Chief of Police or his designee will:
1. Confirm the identity of the employee, review the *Emergency Contact Form* (maintained in the Records Manager's Office), and notify the Town Human Resources Department;
  2. Gather details about the circumstances surrounding the death or critical injury;
  3. Determine any health considerations of the person(s) to be notified;
  4. Determine the location(s) of person(s) to be notified; and
  5. Determine if other persons are likely to be present at the location of the notification.
- D. The following procedural guidelines should be followed when making notifications:
1. The notification should always be made in a timely, personal, and considerate manner. The notification should be conveyed in plain language and always made with compassion.
  2. The personnel making the notification should travel in separate vehicles to allow more flexibility in the type of support and assistance that may be requested or required.
  3. Prior to arrival, the notification team should discuss:
    - a. Who will be the primary spokesperson;
    - b. What will be said; and
    - c. How much detail will initially be provided.
  4. Upon arrival at the location of a family member or significant other of the employee:

- a. The spokesperson should identify him/herself and other members of the notification team;
  - b. The spokesperson should ascertain the identity of the family member(s) present;
  - c. The notification should not be made in a public setting;
  - d. The spokesperson and others assisting should calmly and professionally answer questions; and
  - e. The notification team should not leave until all possible assistance has been provided.
5. Additional guidelines on making notifications can be found in Addendum 1 (*Death Notification Guidelines and Procedures*) to this directive.

### **310.9.5 – Coordination of Department Responsibilities**

- A. After initial notification is made in a line of duty death or critical injury, the Chief of Police will designate Department supervisors to serve in the following roles:
1. Benefits Liaison,
  2. Family Liaison, and
  3. Funeral Liaison (in the event of a death).
- B. The employee's immediate family members and/or significant other will be notified of the above assignments once they are made. Formal communication should then be coordinated through the appropriate liaison to avoid confusion for the family or Department and/or the duplication of effort.
- C. Benefits Liaison
1. In the event of a critical injury to an employee, the Benefits Liaison will have the following responsibilities:
    - a. Working with the Town Human Resources Department to ensure that all necessary workers' compensation and related paperwork is filed;
    - b. Assisting the family in identifying and applying for any other available benefits (see 310.9.6 – *Benefits Information*);
    - c. Documenting and coordinating inquiries and interest related to public donations to the family, to include establishing a mechanism for the receipt of such contributions as appropriate; and
    - d. Arranging for the family to meet with a financial planning specialist (provided the family wishes to do so).
  2. In the event of an employee line of duty death, the Benefits Liaison will have the following responsibilities in addition to those listed above:
    - a. Ensuring that the family is aware of the role of the various police associations and organizations that exist to provide assistance to survivors of police officers killed in the line of duty.
    - b. Assisting the family in applying for appropriate recognition for the fallen officer, to include (but not be limited to) the following:

- 1) The National Law Enforcement Memorial in Washington, DC; and
  - 2) The Department of Justice's "Public Safety Officer Medal of Valor."
- c. Assisting the family in obtaining and/or locating the following documents:
- 1) Marriage or divorce certificates (if applicable);
  - 2) Birth certificates (including those of spouse and children);
  - 3) Death certification (with a raised seal);
  - 4) Investigative report (notarized);
  - 5) Autopsy report with the raised seal of the Medical Examiner (needed in order to receive various benefits);
  - 6) Toxicology report (with raised seal and notarized); and
  - 7) Other legal and named beneficiary papers (i.e., will, life insurance policies, pensions, etc.).
3. A complete list of benefits and recognitions available to employees critically injured or killed in the line of duty is maintained in the department's *Line of Duty Death or Critical Injury Manual*.

#### D. Family Liaison

1. In the event of a critical injury to or the death of an employee, the Family Liaison will have the following short-term responsibilities (typically concluding with the employee's release from the hospital or the conclusion of the employee's funeral and interment):
  - a. Ensuring that the family has twenty-four (24)-hour contact information for department personnel;
  - b. Offering support, resources, and other assistance to the family, to include but not be limited to the following:
    - 1) Supplying "watch" officers to maintain security at the home and/or hospital, if determined to be necessary or if requested by the family; and
    - 2) Providing assistance to the family with their day-to-day routine;
  - c. Ensuring that all media requests are coordinated through the department's Public Information Officer who will assist the family with any interviews they agree to participate in;
  - d. Assisting in making calls and notification to relatives, friends, clergy, etc. (if the death or injury occurred out-of-state, providing names and telephone numbers of persons, officers, and agencies who may provide additional information);
  - e. Maintaining a written record of all persons contacted on behalf of the family;
  - f. Offering transportation to the hospital, funeral home (if applicable), appointments, or other meetings;

- 1) Prior to taking the family to the hospital, inform the hospital the family is coming and request hospital personnel to provide appropriate waiting facilities.
  - 2) All transportation should be made in unmarked vehicles whenever possible.
- g. Offering assistance in arranging for child care, if required; and
  - h. Advising the family member(s) what follow-up assistance they may expect to receive.
2. In the event of an employee line of duty death or career-ending disability, the Family Liaison will also have long-term responsibilities to the employee and/or the employee's family in addition to those listed above. These include but are not limited to the following:
    - a. Maintaining contact with the employee and/or family members to keep them abreast of any court proceedings related to the injury or death of the employee;
    - b. Accompanying the employee and/or family members to court proceedings, explaining the nature of the proceedings, and introducing them to prosecutors and others involved in the court proceeding;
    - c. Identifying and providing access to any necessary support services needed by the employee and/or their family; and
    - d. Maintaining routine contact with the employee and/or family members to provide support and to ensure an ongoing relationship between them and the Department.

#### E. Funeral Liaison

1. In the event of an employee line of duty death, the Funeral Liaison will be responsible for verifying that the family wants to have a law enforcement funeral with honors coordinated by the Department
2. If the family does not wish to do so, the Department will honor the family's request but will still assist in the funeral planning process in any way possible.
3. If the family does wish to have a law enforcement funeral, the Funeral Liaison will be responsible for the following:
  - a. Meeting with the family member(s) to explain the Funeral Liaison responsibilities to them and to ensure that the family has twenty-four (24)-hour contact information for the liaison;
  - b. Making themselves available to the family whenever necessary through the wake and funeral;
  - c. Assisting the family in working with the selected funeral director regarding funeral arrangements (note - if acceptable to the family, Bryan Lee Funeral Home will provide a free funeral service for a Garner Police Officer killed in the line of duty).
  - d. Coordinating Garner Police Department participation in the wake and funeral (specific procedures are outlined in Addendum 2 (*Funeral Protocol*) to this directive).
  - e. Coordinating other law enforcement participation in the wake and funeral, to include ensuring that appropriate notice of the death and arrangements are shared throughout North Carolina and the southeast region of the United States; and
  - f. Coordinating the return of the employee's personal effects.

**310.9.6 – Benefits Information**

- A. There are a number of local, state, federal, and private death and injury benefits available for law enforcement officers killed or critically injured in the line of duty. The Accreditation Specialist is responsible for maintaining a list of all known benefit programs; this list is available in the Department's *Line of Duty Death or Critical Injury Manual*.
- B. A number of fraternal and law enforcement organizations may provide various benefits to the families of officers who are seriously injured or killed in the line of duty. The Department does not actively solicit or require participation in any such organization; however, some provide compensation benefits for line of duty deaths. A partial list of these organizations is included in the Department's *Line of Duty Death or Critical Injury Manual*.

**310.9.7– Employee Exposure to Line of Duty Critical Incidents (22.2.6)**

- A. The Garner Police Department has a responsibility to help its employees constructively deal with the emotional aftermath of their exposure to critical incidents. These types of incidents often leave law enforcement officers feeling an overwhelming sense of vulnerability or lack of control.
- B. Examples of line-of-duty critical incidents include, but are not limited to:
  - 1. Experiencing the death or violent traumatic injury of a co-worker, spouse, or family member;
  - 2. Experiencing the suicide of a co-worker, spouse, or family member;
  - 3. Taking a life or causing serious injury in a line-of-duty situation;
  - 4. Surviving a major natural disaster or man-made disaster;
  - 5. Witnessing and/or investigating multiple fatalities;
  - 6. Negotiating with a hostage taker or barricaded suspect;
  - 7. Observing an act of corruption, bribery, or other illegal activity by a co-worker; or
  - 8. Facing disciplinary action up to and including suspension and/or threat of dismissal.
- C. The Town of Garner provides confidential, personal counseling for employees and their families. The counseling services are provided at no cost to employees or families. Cost may be incurred by the employee if additional counseling services are required that are beyond the scope of the Town's Employee Assistance Program (EAP).
  - 1. All appointments and services are strictly confidential. EAP counselors will not release any information regarding an employee's use of the service or an employee's specific diagnosis or treatment without the employee's written consent.
  - 2. Employees may contact the Town's contracted EAP provider twenty-four (24) hours a day, seven (7) days a week at (919) 850-3410.
  - 3. Employees are urged to contact the EAP whenever they are experiencing personal or work related problems.
- D. Wake County Emergency Management (WCEM) also offers critical incident stress management assistance to all emergency responders. This service provides a method for emergency responders to properly handle and deal with the stress created by critical situations they come in contact with.

1. Emergency Management's Major Response/Logistics Services Division will serve as the support resource for Department personnel. This support service will include, but is not limited to:
  - a. Making the appropriate contacts;
  - b. Arranging defusing or debriefing sessions; and
  - c. Providing follow-up help in making arrangements for department personnel to receive assistance.
2. Members of the Major Response/Logistics Service Division are not leaders of the process but act as facilitators to assure that emergency response personnel have the full benefits of this valuable service.
3. Should a member of the Command Staff or another department supervisor feel this service would be valuable to Department employees, the following procedure should be followed:
  - a. Ensure the Chief of Police, Administrative Captain, or Operations Captain has been notified;
  - b. Contact should be made with Emergency Management at (919) 737-6969, twenty-four (24) hours a day. (During non-business hours, leave a voice message with a contact number and the Emergency Management Duty Officer will return your call immediately).
  - c. Wake County Emergency Management will coordinate the support requested with Wake County Human Services, Mental Health, and Emergency Services.
  - d. If necessary, Emergency Management will come to the defusing site to ensure arrival of assigned counselors and other logistics needs for the defusing.
  - e. Wake County Human Services will arrange and conduct the defusing and provide WCEM with a summary of the defusing. If a debriefing is recommended, WCEM will contact Triangle J. Triangle J will directly coordinate and schedule the debriefing with our department.
  - f. The Critical Incident Stress Management (CISM) debriefing coordinated by Triangle J will be offered to employees as well as their spouses or significant others. The CISM debriefing will typically will take place within seventy-two (72) hours of the incident.

**ADDENDUM 1 – Death Notification Guidelines and Procedures****I. Receiving information on a line-of-duty death**

- A. Never receive information via the police radio. Get the information over the telephone to avoid the family, the media, or other parties learning of the information before you are prepared for public release.
- B. Before making notification, move quickly to gather information on the incident and victim.
  - 1. Determine the deceased person's next of kin and gather critical information about the circumstances of the death, any health considerations concerning survivors to be notified, and whether any other persons are likely to be present at the notification.
  - 2. Provide notification as soon as possible. Notify next of kin and others who live in the same household, including roommates and unmarried partners.

**II. Conducting death notifications:**

- A. Always make death notifications in person – never by telephone or any other means of communication.
  - 1. It is very important to provide the survivor with a human presence or “presence of compassion” during an extremely stressful time. Members of the notification team can help if the survivor has a dangerous shock reaction – which is not at all uncommon – and they can help the survivor move through this most difficult moment.
  - 2. If the person(s) to be notified lives far away, arrange for notification in person by a law enforcement department in the survivor's home area.
- B. Notifications should be made in pairs
  - 1. It is important to have at least two people on the notification team. Survivors may experience severe emotional or physical reactions. There may be several survivors present. Members of the notification team can also support one another before and after the notification.
  - 2. Take separate vehicles as the notification team never knows what they will encounter at the location. One might need to take a survivor in shock to a hospital while the other remains with others (shock is a medical emergency). One member of the notification team and/or the Family Liaison Officer may be able to stay longer to help contact other family or friends for support. Having at least two vehicles gives the notification team maximum flexibility.
- C. The notification team should plan the notification procedure by deciding who will speak, how much can be said, and what will be said.
- D. Notifications should be made in “plain language.”
  - 1. Upon making contact, the notification team should clearly identify themselves, present their credentials, and ask to come inside. Do not make the notification at the doorstep; ask to move inside and get the survivor seated in the privacy of the home. Be sure you are speaking to the right person. You may offer to tell children separately if that is desired by adult survivors.
  - 2. Relate the message directly and in plain language. Survivors are served best by telling them directly what happened. The presence of the notification team has already alerted them to a problem.



3. Inform the survivor(s) of the death, speaking slowly and carefully, giving any details that are available. Begin by saying "I have some very bad news to tell you" or a similar statement. This gives the survivor an important moment to prepare for the shock.
  4. Avoid vague expressions such as "Sally was lost" or "passed away." Examples of plain language include: "Your daughter was in a car crash and she was killed" or "Your husband was shot today and he died."
  5. Call the victim by name rather than referring to "the body."
  6. Patiently answer any questions about the cause of death, the location of the deceased's body, how the deceased's body will be released and transported to a funeral home, and whether an autopsy will be performed. If you don't know the answer to a question, don't be afraid to say so. Offer to get back to the survivor when more information is available, and be sure to follow through.
  7. There are few consoling words that survivors find helpful -- but it is always appropriate to say, "I am sorry this happened."
- E. Death notification should be done with compassion
1. Remember: Your presence and compassion are the most important resources you bring to death notification.
  2. Accept the survivor's emotions and your own. It is better to let a tear fall than to appear cold and unfeeling. Never try to "talk survivors out of their grief" or offer false hope. Be careful not to impose your own religious beliefs.
  3. Many survivors have reported later that statements such as "It was God's will," "She led a full life," or "I understand what you are going through" were not helpful to them.
  4. Plan to take time to provide information, support, and direction. The employee assigned as the Family Liaison Officer should coordinate follow-up contacts between the family and the Department.
- F. Do not take a victim's personal items with you at the time of notification. Survivors often need time, even days, before accepting the victim's belongings. However, survivors will likely want all items eventually.

### **III. Giving survivors helpful guidance and direction**

- A. Survivors bear the burden of inevitable responsibilities. You can help them begin to move through the mourning and grieving process by providing immediate direction in dealing with the death.
1. Offer to call a friend or family member who will come to support the survivor.
  2. Offer to help contact others who must be notified.
  3. Survivors may have a hard time remembering what is done and said, so write down for them the names of all persons who are contacted.
  4. Inform the survivor of any chance to view the deceased's body.
  5. Be available to transport the survivor to the hospital, if necessary. Explain the condition of the deceased's body and any restrictions on contact that may apply if there are forensic concerns. If appropriate, explain that an autopsy will be done.

- B. Viewing the deceased's body should be the survivor's choice. Providing accurate information in advance will help a survivor make that decision. Some survivors will choose to see the body immediately, and this should be allowed if possible (denying access to see the body is not an act of kindness).
- C. Follow-up
  - 1. Always leave the names of the members of the notification team as well as the Family Liaison Officer's name and phone number with survivors.
  - 2. The notification team should plan to make a follow-up contact with the survivor the next day.
  - 3. Most survivors are confused and some might feel abandoned after the initial notification. Many will want clarifications or may need more direction on arrangements that are necessary.
  - 4. The notification team should be sure they are clear on any follow-up assignments they need to carry out.

#### **IV. Death notification in professional settings:**

- A. Survivors often must be notified at their work place. Here are several tips to help apply the basic principles described above to a work place notification.
  - 1. Ask to speak to the manager or supervisor, and ask if the person to be notified is available. It is not necessary to divulge any details regarding the purpose of your visit.
  - 2. Ask the manager or supervisor to arrange for a private room in which to make the notification.
  - 3. Follow the basic notification procedures described above: in person, in time, in pairs, in plain language, with compassion.
  - 4. Allow the survivor time to react and offer your support.
  - 5. Transport the survivor to his or her home or the hospital if necessary.
  - 6. Let the survivor determine what he or she wishes to tell the manager or supervisor regarding the death. Offer to notify the supervisor, if that is what the survivor prefers.
- B. Law enforcement officers may be called on to do death notification at a hospital after an accident or a shooting, for example.
  - 1. It is a very good idea for hospitals and other officials to determine general procedures and protocols in advance, so all parties are familiar with their duties and roles.
  - 2. The principles of death notification described above all apply in the hospital setting. Here are a few points to be sure to remember:
    - a. Find a quiet room for the notification and be sure survivors are seated. (Do not notify in a crowded hall or waiting room.)
    - b. Arrange for a doctor to be present or available shortly to answer medical questions. Doctors should be in a clean uniform.

c. Inform simply and directly.

**V. Additional guidelines and procedural suggestions:**

- A. Ask if survivors wish to spend time with the body of the deceased if possible.
- B. Explain the procedure if identification of the deceased is necessary. Explain about autopsy or organ donation, if appropriate.
- C. Volunteer to help notify others. Make a list of any calls made.
- D. If there are media calls, refer them to the Chief of Police or the designated PIO for the incident.
- E. Do not leave survivors alone. Be sure someone is there to accompany them.

**The information provided in this addendum was furnished by the following:**

- Dr. Thomas L. Bennett, State Medical Examiner;
- The Iowa Organization for Victim Assistance (IOVA);
- MADD / Polk County, Iowa Chapter; and
- Polk County Victim Services Crime Victim Assistance Division, Iowa Department of Justice.

These agencies authorized the reproduction of the above material.

**ADDENDUM 2 – Funeral Protocol****I. General Funeral Procedures**

- A. All employees will maintain a professional personal appearance. Uniforms and equipment must be in outstanding condition.
- B. Uniforms
  - 1. All command staff attending funeral services will wear the dress uniform, including the uniform hat.
  - 2. All Honor Guard personnel participating in funeral services will wear the honor guard uniform, including the uniform hat, white gloves and shifts.
  - 3. All other sworn officers attending funeral services will wear the class "A" uniform, including the uniform hat.
  - 4. A black shroud will be worn across the badge of all sworn employees.
- C. Funeral Services
  - 1. Officers who attend funeral services will report to a pre-designated assembly point away from the place of services for inspection and briefing. A supervisor designated by the Chief of Police will serve as the funeral detail commander.
  - 2. From the assembly point, the detail commander will direct officers to march to the place of service, timing their arrival to permit immediate entry.
  - 3. Upon entering the building, officers will remove their uniform hats, place them under their left arm, hat brim forward, and move in an orderly manner to the place reserved for them.
  - 4. Officers will remain standing until all officers are in their places and the command of "Be Seated" is given by the detail commander.
  - 5. Officers will sit with their hats upright in their laps, maintaining a military bearing throughout the service.
  - 6. At the end of the service, officers will rise in unison upon command of the detail commander and will place their hats under their left arm in preparation for filing past the casket. They will hold their hats in this position until they have passed the casket and arrived outside.
  - 7. Upon leaving the building, officers will replace their hats and assemble in formation at right angles to the hearse.
    - a. Two ranks will be formed facing each other, leaving an aisle through which the pallbearers and the casket may pass.
    - b. Officers will be formed by height. They will normally be dressed at extended intervals but may be dressed at close intervals if space is limited.
    - c. While waiting in formation, officers will stand at parade rest.

8. When the casket comes into view, the formation will be called to attention by the detail commander. The next command will be "Present Arms". All officers will salute and hold this salute until the casket is placed in the hearse. At this time, the command "Ready", "Front", will be given and officers will return their hands to their sides.
9. After the doors of the hearse are closed, the command "First Rank (the passenger side of the hearse), Right Face" and "Second Rank, (driver's side of hearse) Left Face", will be given so that the two columns are facing the hearse.
10. The detail commander will then dismiss the formation with the command, "Officers Dismissed". The officers will break ranks and leave in a quiet and orderly fashion.
11. Officers will then take their assigned places in the motorcade and proceed to the cemetery.

#### D. Gravesite Services

1. Officers will report to the places that have been reserved for them immediately upon arrival at the gravesite. If indoors, officers will remove their hats and hold them under their left arm. All officers will sit with hats in laps, maintaining a military bearing throughout the services. If services are held outdoors, officers will wear their hats.
2. Just prior to the 21-gun salute and taps, the command "Officers Rise" will be given by the detail commander. Officers will stand at attention facing the firing team or bugler. When the 21-gun salute and taps have concluded, the command "Officers Dismissed" will be given; officers will then break ranks.

## II. Honors Accorded

- A. Any Garner Police Officer who dies in the line of duty will be accorded full honors if requested by the officer's survivor(s). This will include a casket watch during viewing, honor guard, pallbearers, firing squad, taps, military flag fold and presentation, and motor escort.
- B. A supervisor designated by the Chief of Police is responsible for coordinating and directing the activities of the honor guard, casket watch, pallbearers, firing squad, bugler, and flag presentation.
- C. Casket Watch
  1. The casket watch is normally comprised of officers from the Honor Guard. However, volunteers may stand watch at the discretion of the supervisor designated by the Chief of Police. Officers who are assigned to the casket watch must present in a professional uniform appearance and conform to all current grooming regulations.
  2. The Honor Guard uniform will be worn for the casket watch. Those officers who are not members of the Honor Guard unit will wear class "A" uniforms. The watch will be divided into shifts with two officers standing 15 minutes at a time.
  3. If the family wishes, an informal watch can take place after the viewing has been concluded for the day.
  4. The casket watch moves in slow cadence. This includes marching, movements, and saluting. The supervisor will post the watch and the officers will position themselves at or near the head and feet of the deceased officer.

D. Honor Guard

1. Members of the Honor Guard will assemble at a location near the service for inspection by the assigned supervisor.
2. The supervisor will select an Honor Guard leader for the event. The Honor Guard leader will be responsible for executing all commands during the service.

E. Pallbearers

1. If pallbearers are requested by the family, they will be selected by the officer's survivor(s) or, if the survivor(s) has no preference, by the Chief of Police or his designee.
2. Pallbearers will be under the direction of the Honor Guard leader. They will report to the funeral home as directed for instruction and seating arrangements.

**III. Procedural Variation**

- A. The procedures outline in this document shall be followed in most cases. Any changes to this protocol shall be made by the Chief of Police or his designee.
- B. Any additional honors to be accorded to a deceased employee or to a deceased employee of another law enforcement agency shall be at the discretion of the Chief of Police.