

Virginia Beach Department Of Emergency Medical Services



Funeral Handbook and Plan

**VIRGINIA
BEACH**

Purpose of this Handbook

The purpose of this handbook is to establish departmental policies and procedures for conducting EMS Departmental funerals. This handbook should serve as a guide to conducting full EMS department funerals. However, at no time will this handbook take precedent over the wishes of the family. The level of involvement will be predetermined based on the criteria set forth in this guide and the desires of the family.

Pre-Incident Preparation

The EMS Department should take steps to ensure that certain actions related to the proper conduct of an EMS Department funeral are completed prior to the occurrence of a tragic incident.

Responsibility of plan

The Division Chief for Administration is responsible for maintaining and updating this plan.

EMS Chief's Role and Responsibility

Notification of Death

Communications should be immediately notified in the event of death or serious injury of a member of the Department.

Communications or EMS 5 will notify the following:

- Deputy EMS Chief, which in turn will notify:
- EMS Chief
- City Manager
- Mayor

No vocal announcements of the death will be made. Information will not be released to the news media until authorized by the EMS Chief or his designee.

Death Classification

The following describes the various types of deaths and/or funeral procedures to be adhered to by all members of the Department of EMS. The EMS Chief will make determination of class of death.

- Class I –Full line of Duty
- Class II –On Duty Death
- Class III --Off-Duty Death
- Class IV –Retirees Lifetime

Initial Department Support

This will be determined by family requests as relayed by the Family Liaison Officer. Appropriate key personnel should be assigned as the needs arise. No assumptions should be made or acted upon without contact and consent of the immediate family. The services provided by the Department may involve a large commitment, or only bits and pieces.

Personnel Information

Vital Information Record should be maintained on all EMS Department personnel. It may be used to assist in the treatment of personnel following serious injury, and in the notification of next of kin following a serious injury or line-of-duty death.

- Complete name of the department member.
- Name and location of next of kin.
- Name and location of alternates for next of kin

Ceremonial Clothing/Equipment

The EMS Department should have on hand the following clothing/equipment for use during EMS Department funerals:

- Badge and name tag presentation frame.
- Presentation flag.
- White gloves
- Extra badge for each rank in the department.

Local Support Agencies

The Department will periodically contact local agencies in order to maintain a resource list of:

- Honor guards/color guards.
- Bands, buglers, pipers.
- Firing squads.
- Alarm bells (for "Last Alarm" service).
- Vocal and instrumental soloists.

Half-Staff Flags

Shall follow City Administrative Directive AD 3.05

Badge Shrouding

The shrouding of a badge is accomplished by placing a 1/2" to 3/4" piece of black material horizontally around the badge at its midpoint. The shroud should be placed on badges at the time of notification of the death and will remain on the badge until the funeral and interment are completed. For line-of-duty deaths, the badge shrouds may remain in place for a 30-day mourning period.

Class I Full Line of Duty Funeral Procedures

Class I Full Line of Duty Funeral Procedures

A Class I funeral is provided for members who are killed at the scene of an emergency incident or responding to or coming from the scene of an emergency incident. This funeral service will also be provided for members who are injured at the scene of an EMS emergency and who later die as a result of the injuries. There may be other deaths that, due to particular circumstances, could be classified as being "Full Line-of-Duty Death" by the EMS Chief.

This type (Class I) funeral service will not be provided for employees or volunteers who die of heart, lung, or hypertension related causes and are not engaged in EMS activities or emergency activities at the time of death. The Class I funeral service is reserved for employees / volunteers who die from injuries sustained from an on-duty incident.

Key Personnel Assignments for Class I Funerals

The Department should maintain and annually update a list of personnel willing to serve in key positions:

- **Survivor Action Officer** – Deputy EMS Chief
- **Notification Officer** – EMS Chief, Deputy EMS Chief, Chaplain
- **Family Liaison Officer** – Division Chief Bianco
- **Funeral Officer** – Division Chief Green
- **Ceremonial Rites Officer** – Division Chief Nedelka
- **Procession Officer** – Division Chief Brazle
- **Cemetery Officer** – Division Chief Brazle
- **Squad Liaison Officer** – Rescue Captain
- **CISM Officer** – CISM Team Member

Survivor Action Officer

The Deputy EMS Chief will assume the position of Survivor Action Officer or appoint someone to act as his representative in providing liaison and support to the family of an EMS provider killed in the line of duty. As a direct representative of the EMS Chief, the Survivor Action Officer should receive the full cooperation of the entire EMS Department. The Survivor Action Officer will appoint assistants and delegate responsibilities as required to successfully complete all assigned duties.

Assure next of kin notification has been properly accomplished The Survivor Action Officer is responsible for the management of several

important activities. His principal concern is the ongoing welfare of the next of kin. He will render whatever assistance is necessary in settling the personal affairs of the deceased member and assisting the family through the crisis.

The Survivor Action Officer coordinates and supervises the activities of a number of key personnel assigned to handle the specific aspects of the funeral arrangements. The Survivor Action Officer Make arrangements for the notification of off-duty and vacationing personnel.

- Notifies the following personnel and agencies of the death:
 - Rescue Council President
 - All other city departments
 - All other EMS, fire departments and Police Departments
 - Work with the Family Liaison Officer to determine the desired method of collecting the deceased EMS provider's personal items from the EMS station or office.

The Survivor Action Officer will conduct a coordination meeting with key personnel as soon as possible so that everyone understands what options will be used in the funeral ceremony. Once the funeral procedures are established, all key personnel should be instructed to make the appropriate contacts and given the time for a final coordination meeting. Conduct a final meeting with key personnel to:

- Establish schedule and timetables
- Identify times and places for group gatherings as required by the ceremonies to be conducted
- Re-contact all appropriate people and agencies with the schedule, meeting places, and special instructions
- Be a key contact person for outside agencies, news media, and other Departments in relation to the death and subsequent ceremonies
- Coordinate with the Human Resources Department to arrange for final paycheck (if applicable) and the completion of any required paperwork
- Maintain an easily accessible contact position for the duration of the funeral process. Coordinate providing meals for the family and assure future family follow-up by the Family Liaison Officer.
- Assure that all Department functions return to normal.

Family Liaison Officer

The role of the Family Liaison Officer is to ensure the family has an EMS representative 24 hours a day to provide support and a communication conduit to the Department. Regardless of the circumstances surrounding the death, or the deceased EMS provider's status in the Department, a Family Liaison Officer should be assigned to make contact with the family. The Family Liaison Officer will determine the amount of involvement the department will provide and relay this information to the Survivor Action Officer. The Family Liaison Officer will assist the family as much as possible during the process. A qualified volunteer officer from the member's rescue squad may be designated to assist the family and Family Liaison Officer. The Squad Liaison Officer should be identifying this individual.

Family Liaison Officer will be assigned to assist in performing the following duties:

- The Family Liaison Officer should have an EMS Department vehicle, pager, cell phone and portable radio assigned to him for the entire funeral process.
- Promptly report to the deceased's residence, or to the treating medical facility, and provide reassurance and support to the family.
- The Family Liaison Officer is to ensure that the NEEDS OF THE FAMILY come before the wishes of the Department.
- The Family Liaison Officer must be prepared to discuss all aspects of the funeral process and counsel the family in its decisions. The Family Liaison Officer must be able to relay information to the Deputy EMS Chief as to what level of involvement the Department will have in the funeral process in accordance with the family's wishes.
- Maintain an easily accessible contact position for the duration of the funeral process. Coordinate providing meals for the family and assure future family follow-up.

The family should be made aware of facilities with seating capacities large enough to accommodate attendance at the funeral. THE DEPARTMENT MUST ONLY MAKE THE FAMILY AWARE OF THE ALTERNATIVES. IT IS THE FAMILY'S CHOICE.

The Family Liaison Officer will brief the family on EMS/Police Department funeral procedures (i.e., 21-gun salute, presenting of the flag, playing of Taps, Last Alarm, etc.). The Family Liaison Officer will see that the surviving parents or spouse, if not the immediate next of kin, are afforded proper recognition and have proper placement arranged for them during the funeral and procession.

The Family Liaison Officer will assist the family in determining the eight primary pallbearers and the optional honorary bearers.

The Family Liaison Officer will assist the family as needed in determining:

Ceremonies that will take place at the cemetery:

- Piper
- Honor Guard/Firing Squad
- Readings
- Eulogy and who will deliver it
- Taps/Last Alarm
- Will an ambulance be used as a caisson or will a conventional hearse be used
- Will an ambulance or squad truck be used as a flower car?
- Will personnel walk alongside the caisson or ride in the procession.

Identify and determine any other special considerations on behalf of the family.

The Family Liaison Officer may assist the family with obtaining necessary paper from city, state and federal agencies. The Family Liaison Officer must be constantly alert for ways he can assist the family of a fallen EMS provider to cope with the tragedy that has entered their lives. Any special needs that are noticed should be relayed to the Deputy EMS Chief immediately so that the necessary resources to meet those need can be acquired.

EMS /Police Department Chaplain

The amount of involvement the EMS/Police chaplain has will need to be determined by the family based on their preference of religion or clergy. One option that can be proposed is a shared responsibility between the clergy of family choice and the EMS/Police Department Chaplain. Once again, the family's wishes as determined by the Family Liaison Officer must be honored. Should the EMS/Police Department Chaplain be requested, the following are areas of his concern:

- Initial next of kin notification with EMS Chief and Deputy EMS Chief
- Comfort and counsel for surviving family members.
- Prayer service at the funeral home.
- Participation in ceremonial rites
- Cemetery interment.
- Follow-up counseling for the family.

Transportation

The Department may wish to offer an EMS Department vehicle and driver to the immediate family during the viewing and funeral period. The Family Liaison Officer will normally provide this service. The Department may also wish to see that the next of kin are provided limousine service by the funeral home on the day of the funeral.

Meals

During the period of mourning and post-funeral reception, meals may become a matter of difficulty for the deceased EMS provider's family. Friends of the family and members of the Department may be used to provide for these needs. The Survivor Action Officer, in conjunction with the Family Liaison Officer, will determine the need and coordinate the preparation and delivery of the meals provided by Department members.

Child Care

Should childcare present a problem for the family of the deceased during the viewing and funeral period, the Family Liaison Officer should make the need known to the Survivor Action Officer who can coordinate providing needed care.

Welfare Fund

EMS Department members or local organizations may wish to start a memorial fund for the deceased EMS provider's family. The Survivor Action Officer may request the assistance of EMS Department members, the Rescue Council, or local service organizations in establishing this fund. The Family Liaison Officer will consult the family before this is established.

Funeral Officer

The Funeral Officer will coordinate with the Family Liaison Officer and the funeral director to ensure that the wishes of the deceased EMS provider's family concerning all aspects of the funeral are carried out. The Funeral Officer will attend all meetings called by the Survivor Action Officer in order to determine the following:

- The schedule of events and the length of time the mourning and burial process will involve.
- Whether EMS Department vehicles will be used as caisson or flower car. Should they not be used, ensure alternative arrangements are made with the funeral director.
- If the EMS provider's immediate family has not requested limousine service from the funeral home for transportation during the day of the funeral, the funeral officer, at the direction of the Deputy EMS Chief, will advise the funeral director to provide the service and send an invoice for the service to the EMS Department.
- Coordinate with honor guard members to establish an honor guard schedule at the funeral home and facility.
- Coordinate formal walk through of uniformed personnel during the period of viewing with the stations involved and with the funeral director. This includes seating arrangements.
- Work with the EMS/Police Department chaplain or clergy member designated by the family to coordinate any prayer services to be conducted at the funeral home and forward information to the Survivor Action Officer.
- Develop a schedule for uniformed personnel the day of the funeral for coordination at the funeral site.
- Arrival time for uniformed personnel and specific instructions as to where to gather.
- Briefing and practice of formations that will be used when the casket is removed.
- Briefing on proper protocols for entering and leaving the funeral.
- Coordinate vehicle staging with the Procession Officer, and Funeral Director including arrangements for EMS Department vehicles being used. Ensure that sufficient personnel are available to properly direct and stage incoming apparatus and vehicles.
- Obtain the uniform or other clothing that the deceased will wear during viewing from the Family Liaison Officer and deliver it to the funeral director.
- Coordinate with the Family Liaison Officer on special readings or eulogies to be used during the funeral.
- Obtain white gloves for all Department pallbearers.

Honor Guard

Should an honor guard be requested, it is the responsibility of the Funeral Officer to ensure the request is complied with. The Funeral Officer will coordinate with honor guard personnel to schedule honor guard activities according to the funeral director's and family's wishes. The following basic rules usually apply to honor guard activities:

- Two honor guard members will be posted at the casket, one at the head and one at the foot, at all times during viewing hours.
- A minimum of four honor guards will be assigned for each set of viewing hours.
- Honor guards will be rotated at 15-minute intervals. Relief guards will march up together. Posted guards will come to attention and smartly make relief. The relieved guards will march off together.
- Posted honor guards will assume the position of parade rest.
- American and state, city and departmental/station flags should be posted at the casket.
- Honor guards should wear Class A uniform with white gloves and black mourning bands over uniform badges.

Pallbearers

Should the family choose to use EMS Department members as pallbearers, it is the Family Liaison Officer's responsibility to determine which EMS providers the family would like to have. The total number of pallbearers is usually eight (8). Pallbearers should wear Class A uniforms with hats and white gloves.

- Due to the specific responsibilities they are assigned, pallbearers are exempt from following the majority of orders given to the remainder of a formation.
- Instructions on the removal, handling, and transporting of the casket should be given by the Funeral Officer with the advisement of the funeral director. If an EMS ambulance /Squad truck is used as a caisson, pallbearers will hold a practice session the day before the funeral if possible. If this not possible, pallbearers must report to the funeral home several hours before the beginning of the service for a briefing and practice

If an EMS ambulance is used as caisson and flower vehicle, pallbearers will ride on them. If ambulances are not used, the Department will provide other department vehicles for the pallbearers during the procession

Readings

Numerous scripture passages and other EMS Department related readings are available and appropriate during the funeral services. The Family Liaison Officer will work with the family to determine what readings they would like and who will read them.

Eulogy

A eulogy may be appropriate at any point in the funeral ceremonies. The family must decide who will deliver the eulogy and when. A clergy member, Police / EMS Department chaplain, and/or close family friend from the EMS Department may perform this task. The Family Liaison Officer makes the necessary contacts and advises the Funeral Officer.

Static Equipment Display

During the procession, the family may choose to have a static display of Department apparatus with their crews at attention and saluting the passing casket and family vehicle. This final tribute may be set up at the funeral home or facility, at key locations along the procession route, at an EMS station on the procession route, or at the cemetery entrance. Ensure that all uniform insignias are properly attached. The Family Liaison Officer will communicate this need to the Procession Officer.

Burial In Uniform

Should the family choose to bury the deceased EMS provider in uniform, the Family Liaison Officer will deliver the uniform to the Funeral Officer or funeral director. The Family Liaison Officer may also deliver other clothing to be used. The Squad Liaison Officer may be asked to obtain a new uniform.

Closed Casket

In the event closed casket ceremonies are chosen, the family may wish to place a picture of the EMS provider in uniform along with his dress hat on top of the closed casket.

Walk Through

A walk through of EMS providers in attendance at the funeral may be used to pay tribute to the deceased EMS provider. If used, the Funeral Officer will schedule the walk through and have EMS providers line up single file by squad. The formation will walk single file past the casket with each EMS provider stopping briefly to pay tribute. The formation then exits the funeral home or facility or goes directly to assigned seating areas.

Procession Officer

The Procession Officer has the responsibility of coordinating the funeral procession from the funeral home to the facilities (if necessary) and from the facility or other funeral site to the cemetery. Attend all coordination meetings to determine the following:

- Name of the funeral home to be used.
- Name of the facility to be used.
- Name of the cemetery.
- Will an ambulance be used as a caisson or will a conventional hearse be used?
- Will an ambulance be used as a flower car?

Schedule of events the day of the funeral. Will the procession involve walking?

- Honor Guard
- Pipers
- Pallbearers

Establish a system for staging and coordinating vehicles at all locations where funeral activities will occur. Coordinate the vehicle staging with appropriate key personnel (Ceremonial Rites Officer, Cemetery Officer, etc.). Ensure that sufficient personnel are available at all staging locations to efficiently direct and stage apparatus and vehicles. All staging will be reviewed with funeral director.

Coordinate with the Family Liaison Officer to determine any special considerations involved in the procession. These may include:

- Passing the EMS provider's home, EMS station, or other significant location.
- Special static displays of equipment and personnel at a location on the procession route.
- The use of crossed aerial ladders at the cemetery entrance or other location. If used, contact the Survivor Action Officer to obtain necessary apparatus.

Contact the Police Department or other appropriate agency for assistance in working with other police departments and the funeral director in order to:

- Establish routes for the procession.
- Determine traffic control needs:
 - Traffic rerouting and street closings at the funeral home and facility (contact Public Works Dept. to obtain barricades as needed).
 - Traffic control at any special assembly points used.
 - If necessary post "No Parking" signs around the funeral home, facility, and any other assembly points.
 - Directing staged vehicles as they line up for procession(s).
 - Arrange for procession escorts
- Develop maps showing the procession route and any other needed information. Maps will be handed out at the briefing at the funeral site prior to the beginning of the service.
- Align vehicles in the procession basically as follows (coordinate with funeral director):
 - Lead Escort – Police
 - Lead Funeral car with minister
 - EMS Department ambulance/squad truck used as flower car
 - Honorary Pallbearers
 - Honor Guard/Color Guard
 - Pallbearers (if not riding on flower vehicle and caisson)
 - Hearse or ambulance/squad truck used as caisson
 - Family vehicles
 - EMS Chief vehicle
 - EMS Deputy Chief vehicle
 - Other EMS Department vehicles
 - Police Department vehicles
 - Fire Department vehicles
 - Vehicles from other EMS departments
 - Vehicles from other fire departments
 - Vehicles from other police departments
 - Family friends

If EMS Department apparatus is used as a caisson and/or flower vehicle, contact the Procession Officer and determine which apparatus will be used.

Procession

The family may indicate the desire for a procession from the funeral home or facility to the cemetery. The procession is the responsibility of the Procession Officer and the funeral director. This involves the staging of vehicles at the funeral home or facility prior to the funeral, directing vehicles as they leave for the cemetery, and staging upon arrival at the cemetery. Specific considerations include:

- Department vehicles used as caisson, flower car, and miscellaneous transportation.
- Coordination with funeral director to determine procession route, including a drive by the deceased EMS provider's EMS station, home, or any other special considerations. If the procession passes the EMS station, apparatus should be parked on the apron, EMS providers on duty should assemble outside, come to attention as the procession passes.
- Static displays of apparatus along the procession route.

Caisson

An EMS Department ambulance may be appropriate as a caisson to carry the casket. If an ambulance is used, it must be taken out of service for a period of time and prepared as follows:

- Thoroughly clean and wax.
- Remove cot parts and dividers.
- Add available mourning flags or bunting.
- Have the operator in dress uniform.
- Deceased EMS Providers gear is obtained and placed in riding position on the caisson

Flower Car

An EMS Department ambulance may also be used as a flower vehicle. If so used, it must be taken out of service and prepared as indicated above for a caisson.

Formations

Special formations may be appropriate under certain circumstances. Should this option be exercised, the formations would be at the following points:

- Walk through of all attending EMS providers at the funeral home or facility.
- Honor guard formations on either side of the exit path of the casket from the funeral home to the hearse or caisson.
- Honor guard formations on either side of the casket path upon entry to and exit from the facility.
- Honor guard formations on either side of the casket path from the hearse or caisson to the interment.
- Taps--A single bugler at the cemetery may sound Taps. The location of the bugler should be approximately 75 feet from the gravesite.

Ceremonial Rites Officer

The Ceremonial Rites Officer has the primary responsibility of coordinating all of the activities and ceremonies for the funeral.

Duties include:

Attend coordination meetings and determine the following from the Survivor Action Officer and Family Liaison Officer:

- Schedule of events.
- Location of the ceremony.
- Clergy to be used, including EMS / Police Department chaplain.
 - Scripture to be read and readers.
 - Type and length of service.
 - What ceremonial items are being requested?
 - Badge presentation
 - Special readings
 - Special eulogies
 - Music to be used and who will present.
 - Who will deliver eulogy and the deceased EMS provider's résumé?
 - Contact Procession Officer and coordinate vehicle staging at the facility.
 - Make seating arrangements for those attending the funeral service.
 - Family Members
 - Pallbearers
 - Honor Guard
 - Uniformed Personnel

Determine formations to be used and coordinate them during the arrival and removal of the casket from the Facility. Review military commands for the formations and issue them when appropriate.

If requested, develop a program for the service and any special prayer cards and provide for their reproduction and distribution. Make sure the family approves the program for content and accuracy.

Cemetery Officer

The Cemetery Officer is responsible for the preparation and coordination of events that occur at the gravesite from the time procession vehicles have stopped and people exit the vehicles. He is also responsible for liaison with cemetery personnel.

Attend coordination meetings and determine the following from the Survivor Action Officer and Family Liaison Officer:

- What type of interment will be used?
- Burial
- Crypt
- Cremation
- Does the family wish to have:
 - Final Alarm Service
 - Taps played
 - Firing Squad
 - Scripture read (who will read it)
 - Music (who will perform)
 - Nightingale Fly-by

With the funeral director, schedule and coordinate the sequence of events that will take place at the gravesite. This includes coordinating any special requests received from the Survivor Action Officer or Family Liaison Officer. Develop the type and location of formations that will be used by uniformed personnel and issue orders as appropriate and consistent with Military Standards.

Ensure that the cemetery takes care of necessary items, such as:

- Overhead protection for immediate family at the gravesite.
- Public address system provided (if needed).

Ensure that pallbearers are thoroughly familiar with the process of folding and presenting the flag to the next of kin. If the family situation warrants, coordinate with the Survivor Action Officer to have emergency medical personnel/equipment present. Upon dismissal of the formation, give instructions as to the location of the post funeral meal (as determined by the Survivor Action Officer and Family Action Officer).

Police Department Firing Squad

A military type firing squad may be used at the cemetery ceremony. If used the squad will fire three volleys. The position of the firing squad is 75 feet from the gravesite. The Family Liaison Officer should determine early if the family desires the services of the police department team. Military veterans may desire a military squad.

NOTE: Firing squad volleys have been known to frighten young children in attendance at cemetery services. This should be made known to the family as part of the Family Liaison Officer's briefing.

Band and Musical Arrangements

A piper, choir, soloists, or an organist may be used to play certain ceremonial arrangements during various funeral ceremonies. The Family Liaison Officer will determine the wishes of the family in this area and communicate the needs to the Funeral Officer.

Presentation of EMS Department Badge

As a part of the funeral service, the EMS Chief may present the badge and nametag worn by the deceased EMS provider's to the next of kin. The items will be presented in a framed display also containing a Department of EMS uniform patch. The Division Chief for Administration will work with the Deputy EMS Chief to obtain the badge and name tag actually worn by the EMS provider and to obtain duplicates to be placed on the burial uniform.

Flag Presentation

If the casket is draped with a flag, an appropriate flag presentation ceremony should be conducted at the conclusion of the cemetery service

If the casket is draped with a flag that will be presented to the next of kin, at least three pallbearers should be instructed on the proper method of removing, folding, and presenting the flag. A usually accepted procedure is for two pallbearers to fold the flag and present it to the third pallbearer who, in turn, presents it to the next of kin. Coordinating the flag folding will be the responsibility of the Cemetery Officer. Flag folding instructions are included in an appendix to this procedure. If the casket is not draped, and the department desires to present a flag to the next of kin, an already

folded flag may be placed on the casket to be presented by a designated pallbearer or other appropriate person.

MISCELLANEOUS CONSIDERATIONS

Inclement weather conditions may have an impact on funeral services. If severe weather conditions are anticipated, personnel involved in coordinating the funeral services will work with the Survivor Action Officer and Family Liaison Officer to have alternative plans available to be used as required.

It is possible that the funeral or other aspect of the funeral will be held in a location other than the city in which the EMS provider was stationed. This will complicate the process and all planning steps must be coordinated with officials and agencies of the involved jurisdiction(s). If possible, representatives from both EMS and police departments of all communities involved should be present at planning meetings to give their input.

For a line-of-duty death, a large contingent of visiting EMS provider will probably want to attend the funeral. If a procession is held from the funeral home to the service site, it is advisable to have visiting EMS providers and their apparatus report directly to the funeral site for staging prior to the arrival of the procession from the funeral home. All EMS providers and apparatus may take part in the procession from the funeral site.

Class II On-Duty Funeral Procedures

Class II On-Duty Funeral Procedures

A Class II funeral is provided for members who dies while on duty, but not in on an emergency incident or responding to or coming from the scene of an emergency incident. There may be other deaths that, due to particular circumstances, could be classified as being “On-Duty Death” by the EMS Chief.

This type (Class II) funeral service will be provided for employees or volunteers who die of heart, lung, or hypertension related causes and are not engaged in emergency activities at the time of death.

Key Personnel Assignments for Class II Funerals

- **Survivor Action Officer** – EMS Deputy Chief
- **Notification Officer** – EMS Chief, Deputy EMS Chief
- **Family Liaison Officer** – Division Chief Bianco
- **Funeral Officer** – Division Chief Green
- **Ceremonial Rites Officer** – Division Chief Green
- **Procession Officer** – Division Chief Nedelka
- **Cemetery Officer** – Division Chief Brazle
- **Squad Liaison Officer** – Rescue Captain
- **CISM Officer** – CISM Team Agent

EMS /Police Department Chaplain

The amount of involvement the EMS/Police chaplain has will need to be determined by the family based on their preference of religion or clergy. One option that can be proposed is a shared responsibility between the clergy of family choice and the EMS/Police Department Chaplain. Once again, the family's wishes as determined by the Family Liaison Officer must be honored. Should the EMS/Police Department Chaplain be requested, the following are areas of his concern:

- Initial next of kin notification.
- Comfort and counsel for surviving family members.
- Prayer service at the funeral home.
- Ceremonial Rites- Facility
- Cemetery interment.
- Follow-up counseling for the family.

Survivor Action Officer

The Deputy EMS Chief will assume the position of Survivor Action Officer or appoint someone to act as his representative in providing liaison and support to the family of an EMS provider who dies while on duty. As a direct representative of the EMS Chief, the Survivor Action Officer should receive the full cooperation of the entire EMS Department. The Survivor Action Officer will appoint assistants and delegate responsibilities as required to successfully complete all assigned duties.

The Survivor Action Officer is responsible for the management of several important activities. His principal concern is the ongoing welfare of the next of kin. Assure next of kin notification has been properly accomplished. He will render whatever assistance is necessary in settling the personal affairs of the deceased member and assisting the family through the crisis.

The Survivor Action Officer coordinates and supervises the activities of a number of key personnel assigned to handle the specific aspects of the funeral arrangements. Makes arrangements for the notification of off-duty and vacationing personnel.

- Notifies the following personnel and agencies of the death:
 - Rescue Council President
 - All other city departments
 - All other EMS, Fire departments and Police Departments
- Works with the Family Liaison Officer to determine the appropriate method of collecting the deceased EMS provider's personal items from the EMS station or office.
- Makes appropriate follow-up contacts when the funeral arrangements and schedules have been determined

The Survivor Action Officer will conduct a coordination meeting with key personnel as soon as possible so that everyone understands what options will be used in the funeral ceremony. Once the funeral procedures are established, all key personnel should be instructed to make the appropriate contacts and given the time for a final coordination meeting. Conduct a final meeting with key personnel to:

- Establish schedule and timetables
- Identify times and places for group gatherings as required by the ceremonies to be conducted

- Re-contact all appropriate people and agencies with the schedule, meeting places, and special instructions
- Be a key contact person for outside agencies, news media, and other Departments in relation to the death and subsequent ceremonies
- Maintain an easily accessible contact position for the duration of the funeral process. Coordinate providing meals for the family and assure future family follow-up by the Family Liaison Officer. Assure that all Department functions return to normal

Family Liaison Officer

The role of the Family Liaison Officer is to ensure the family has an EMS representative 24 hours a day to provide support and a communication conduit to the Department. Regardless of the circumstances surrounding the death, or the deceased EMS provider's status in the Department, a Family Liaison Officer will be assigned to make contact with the family. The Family Liaison Officer will determine the amount of involvement the Department will provide and relay this information to the Survivor Action Officer. The Family Liaison Officer will assist the family as much as possible during the process. A qualified volunteer officer from the member's rescue squad may be designated to assist the family and Family Liaison Officer.

The Family Liaison Officer will conduct the following:

- The Family Liaison Officer should have an EMS Department vehicle, pager, cell phone and portable radio assigned to him for the entire funeral process.
- Promptly report to the deceased's residence, or to the treating medical facility, and provide reassurance and support to the family.
- The Family Liaison Officer is to ensure that the NEEDS OF THE FAMILY come before the wishes of the Department.
- The Family Liaison Officer must be prepared to discuss all aspects of the funeral process and counsel the family in its decisions. The Family Liaison Officer must be able to relay information to the Deputy EMS Chief as to what level of involvement the Department will have in the funeral process in accordance with the family's wishes.
- Maintain an easily accessible contact position for the duration of the funeral process. Coordinate providing

meals for the family and assure future family follow-up.

The family should be made aware of facilities with seating capacities large enough to accommodate attendance at the funeral. THE DEPARTMENT MUST ONLY MAKE THE FAMILY AWARE OF THE ALTERNATIVES. IT IS THE FAMILY'S CHOICE.

The Family Liaison Officer will brief the family on EMS/Police Department funeral procedures (i.e., 21-gun salute, presenting of the flag, playing of Taps, Last Alarm, etc.). The Family Liaison Officer will see that the surviving parents, if not the immediate next of kin, are afforded proper recognition and have proper placement arranged for them during the funeral and procession.

The Family Liaison Officer will assist the family in determining the eight primary pallbearers and the optional honorary bearers.

The Family Liaison Officer will assist the family as needed in determining:

Ceremonies that will take place at the cemetery:

- Piper
- Honor Guard/Firing Squad
- Will an ambulance be used as a caisson or will a conventional hearse be used
- Will an ambulance or squad truck be used as a flower car?
- Will personnel walk alongside the caisson or ride in the procession.

Identify and determine any other special considerations on behalf of the family.

The Family Liaison Officer must be constantly alert for ways he can assist the family of a fallen EMS provider to cope with the tragedy that has entered their lives. Any special needs that are noticed should be relayed to the Deputy EMS Chief immediately so that the necessary resources to meet those need can be acquired.

Transportation

The Department may wish to offer an EMS Department vehicle and driver to the immediate family during the viewing and funeral period. The Family Liaison Officer will normally provide this service. The Department may

also wish to see that the next of kin are provided limousine service by the funeral home on the day of the funeral.

Meals

During the period of mourning and post-funeral reception, meals may become a matter of difficulty for the deceased EMS provider's family. Friends of the family and members of the Department may be used to provide for these needs. The Survivor Action Officer, in conjunction with the Family Liaison Officer, will determine the need and coordinate the preparation and delivery of the meals provided by Department members.

Child Care

Should childcare present a problem for the family of the deceased during the viewing and funeral period, the Family Liaison Officer should make the need known to the Survivor Action Officer who can coordinate providing needed care.

Welfare Fund

EMS Department members or local organizations may wish to start a memorial fund for the deceased EMS provider's family. The Survivor Action Officer may request the assistance of EMS Department members, the Rescue Council, or local service organizations in establishing this fund. The Family Liaison Officer will consult the family before this is established.

Funeral Officer

The Funeral Officer will coordinate with the Family Liaison Officer and the funeral director to ensure that the wishes of the deceased EMS provider's family concerning all aspects of the funeral that are related to EMS personnel and units are carried out. The Funeral Officer will attend all meetings called by the Survivor Action Officer in order to determine the following:

- Whether EMS Department vehicles will be used as caisson or flower car. Should they not be used, ensure alternative arrangements are made with the funeral director.
- Coordinate with honor guard members to establish an honor guard schedule at the funeral home and facility.
- Coordinate formal walk through of uniformed personnel during the period of viewing with the stations involved and with the funeral director. This includes seating arrangements.

- Coordinate vehicle staging with the Procession Officer, and funeral director including arrangements for EMS Department vehicles being used. Ensure that sufficient personnel are available to properly direct and stage incoming apparatus and vehicles.
- If the family wishes, obtain the uniform or other clothing that the deceased will wear during viewing from the Family Liaison Officer and deliver it to the funeral director. Assures that all insignia properly displayed on uniform.

Honor Guard

Should an honor guard be requested, it is the responsibility of the Funeral Officer to ensure the request is complied with. The Funeral Officer will coordinate with honor guard personnel to schedule honor guard activities according to the funeral director's and family's wishes. The following basic rules usually apply to honor guard activities:

- Two honor guard members will be posted at the casket, one at the head and one at the foot, at all times during viewing hours.
- A minimum of four honor guards will be assigned for each set of viewing hours.
- Honor guards will be rotated at 15-minute intervals. Relief guards will march up together. Posted guards will come to attention and smartly make relief. The relieved guards will march off together.
- Posted honor guards will assume the position of parade rest.
- American, state, city and departmental/station flags should be posted at the casket.
- Honor guards should wear Class A uniform with white gloves and black mourning bands over uniform badges.

Pallbearers

Should the family choose to use EMS Department members as pallbearers, it is the Family Liaison Officer's responsibility to determine which EMS providers the family would like to have. The total number of pallbearers is usually eight (8). Pallbearers should wear Class A uniforms with hats and white gloves.

- Due to the specific responsibilities they are assigned, pallbearers are exempt from following the majority of orders given to the remainder of a formation.

- Instructions on the removal, handling, and transporting of the casket should be given by the Funeral Officer with the advisement of the funeral director. If an EMS ambulance /Squad truck is used as a caisson, pallbearers will hold a practice session the day before the funeral if possible. If this not possible, pallbearers must report to the funeral home several hours before the beginning of the service for a briefing and practice

If an EMS ambulance is used as caisson and flower vehicle, pallbearers will ride on them. If ambulances are not used, the Department will provide other Department vehicles for the pallbearers during the procession

Closed Casket

In the event closed casket ceremonies are chosen, the family may wish to place a picture of the EMS provider in uniform along with his dress hat on top of the closed casket.

Walk Through

A walk through of EMS providers in attendance at the funeral may be used to pay tribute to the deceased EMS provider. If used, the Funeral Officer will schedule the walk through and have EMS providers line up single file by squad. The formation will walk single file past the casket with each EMS provider stopping briefly to pay tribute. The formation then exits the funeral home or facility or goes directly to assigned seating areas.

Procession Officer

The Procession Officer has the responsibility of coordinating the funeral procession from the funeral home to the facility (if necessary) and from the facility or other funeral site to the cemetery for all EMS personnel and units. Attend all coordination meetings to determine the following:

- Name of the funeral home to be used.
- Name of the facility to be used.
- Name of the cemetery.
- Will an ambulance be used as a caisson or will a conventional hearse be used?
- Will an ambulance be used as a flower car?

Schedule of events the day of the funeral. Will the procession involve walking?

- Honor Guard
- Pipers
- Pallbearers

Establish a system for staging and coordinating vehicles at all locations where funeral activities will occur. Coordinate the vehicle staging with appropriate key personnel (Facility Officer, Cemetery Officer, etc.). Ensure that sufficient personnel are available at all staging locations to efficiently direct and stage apparatus and vehicles. All staging will be reviewed with funeral director.

- Conduct Police for traffic needs
- Align vehicles in the procession basically as follows (coordinate with funeral director):
 - Lead Escort – Police
 - Lead Funeral car with minister
 - EMS Department ambulance/squad truck used as flower car
 - Honorary Pallbearers
 - Honor Guard/Color Guard
 - Pallbearers (if not riding on flower vehicle and caisson)
 - Hearse or ambulance/squad truck used as caisson
 - Family vehicles
 - EMS Chief vehicle
 - EMS Deputy Chief vehicle
 - Other EMS Department vehicles
 - Police Department vehicles
 - Fire Department vehicles
 - Vehicles from other EMS departments
 - Vehicles from other fire departments
 - Vehicles from other police departments
 - Family friends

If EMS Department apparatus is used as a caisson and/or flower vehicle, contact the Procession Officer and determine which apparatus will be used. Ensure the following items are taken care of in relation to EMS Department vehicles:

- Apparatus is thoroughly cleaned.
- Stretcher racks removed from apparatus used as a caisson.

- Apparatus operators have full dress uniforms to wear while driving.
- Deceased EMS Provider's gear is obtained and placed in a riding position on the caisson. If used, bunting and/or funeral flags are affixed to the apparatus.

Procession

The family may indicate the desire for a procession from the funeral home or facility to the cemetery. The procession is the responsibility of the Procession Officer and the funeral director. This involves the staging of vehicles at the funeral home or facility prior to the funeral, directing vehicles as they leave for the cemetery, and staging upon arrival at the cemetery. Specific considerations include:

- Department vehicles used as caisson, flower car, and miscellaneous transportation.
- Coordination with funeral director to determine procession route, including a drive by the deceased EMS provider's EMS station, home, or any other special considerations. If the procession passes the EMS station, apparatus should be parked on the apron, EMS providers on duty should assemble outside
- Static displays of apparatus along the procession route.

Flower Car

An EMS Department ambulance may also be used as a flower vehicle. If so used, it must be taken out of service and prepared as indicated above.

Ceremonial Rites Officer

The Ceremonial Rites Officer has the primary responsibility of coordinating all of the activities and ceremonies that are related to EMS personnel and units.

Duties include:

Attend coordination meetings and determine the following from the Survivor Action Officer and Family Liaison Officer:

- Contact Procession Officer and coordinate vehicle staging at the facility.
- Make seating arrangements for those attending the facility service for EMS Personnel

Determine formations to be used and coordinate them during the arrival and removal of the casket from the facility. Review military commands for the formations and issue them when appropriate.

If requested, develop a program for the service and any special prayer cards and provide for their reproduction and distribution. Make sure the family approves the program for content and accuracy.

Cemetery Officer

The Cemetery Officer is responsible for the preparation and coordination of events that occur at the gravesite from the time procession vehicles have stopped and people exit the vehicles.

Attend coordination meetings and determine the following from the Survivor Action Officer and Family Liaison Officer:

Does the family wish to have:

- Taps played
- Firing Squad
- Nightingale Fly-by
- Last Alarm

With the funeral director, schedule and coordinate the sequence of events that will take place at the gravesite. This includes coordinating any special requests received from the Survivor Action Officer or Family Liaison Officer. Develop the type and location of formations that will be used by uniformed personnel and issue orders as appropriate and consistent with Military Standards.

Ensure that the cemetery takes care of necessary items, such as:

- Overhead protection for immediate family at the gravesite.
- Public address system provided (if needed).

Ensure that pallbearers are thoroughly familiar with the process of folding and presenting the flag to the next of kin. If the family situation warrants, coordinate with the Survivor Action Officer to have emergency medical personnel/equipment present. Upon dismissal of the formation, give instructions as to the location of the post funeral meal (as determined by the Survivor Action Officer and Family Action Officer).

Police Department Firing Squad

A military type firing squad may be used at the cemetery ceremony. If used, the squad will fire three volleys. The position of the firing squad is 75

feet from the gravesite. The Family Liaison Officer should determine early if the family desires the services of the police department team. Military veterans may desire a military squad.

NOTE: Firing squad volleys have been known to frighten young children in attendance at cemetery services. This should be made known to the family as part of the Family Liaison Officer's briefing.

Band and Musical Arrangements

A band, piper, choir, soloists, or an organist may be used to play certain ceremonial arrangements during various funeral ceremonies. The Family Liaison Officer will determine the wishes of the family in this area and communicate the needs to the Funeral Officer.

Presentation of EMS Department Badge

As a part of the funeral service, the Deputy EMS Chief may present the badge and nametag worn by the deceased EMS provider's to the next of kin. The items will be presented in a framed display also containing a Department of EMS uniform patch. The Division Chief for Administration will work with the EMS Chief to obtain the badge and name tag actually worn by the EMS provider and to obtain duplicates to be placed on the burial uniform.

Flag Presentation

If the casket is draped with a flag, an appropriate flag presentation ceremony should be conducted at the conclusion of the cemetery service

If the casket is draped with a flag that will be presented to the next of kin, at least three pallbearers should be instructed on the proper method of removing, folding, and presenting the flag. A usually accepted procedure is for two pallbearers to fold the flag and present it to the third pallbearer who, in turn, presents it to the next of kin. Coordinating the flag folding will be the responsibility of the Cemetery Officer. Flag folding instructions are included in the appendix to this procedure. If the casket is not draped, and the Department desires to present a flag to the next of kin, an already folded flag may be placed on the casket to be presented by a designated pallbearer or other appropriate person.

Class III Off-Duty Funeral Procedures

Class III Off-Duty Funeral Procedures

A Class III funeral is provided for members who die while off duty. The EMS Chief or Deputy EMS Chief will review the circumstance of the death and actions of member and make a determination.

Key Personnel Assignments for Class III Funerals

- **Survivor Action Officer** – EMS Deputy Chief
- **Family Liaison Officer** – Division Chief Green
- **Funeral Officer** – Division Chief Nedelka
- **Procession Officer** – Division Chief Brazle
- **Squad Liaison Officer** – Rescue Captain

Survivor Action Officer

The Deputy EMS Chief will assume the position of Survivor Action Officer or appoint someone to act as his representative in providing liaison and support to the family of an EMS provider dies off duty. As a direct representative of the EMS Chief, the Survivor Action Officer should receive the full cooperation of the entire EMS Department. The Survivor Action Officer will appoint assistants and delegate responsibilities as required to successfully complete all assigned duties.

The Survivor Action Officer is responsible for the management of several important activities. The Survivor Action Officer coordinates and supervises the activities of a number of key personnel assigned to handle the specific aspects of the funeral arrangements that involves EMS personnel and equipment Make arrangements for the notification of off-duty and vacationing personnel.

- Notify the following personnel and agencies of the death:
 - Rescue Council President.
 - All other city departments.
- Work with the Family Liaison Officer to determine the desired method of collecting the deceased EMS provider's personal items from the EMS station or office.

The Survivor Action Officer will conduct a coordination meeting with the key personnel as soon as possible so that everyone understands what

options will be used in the funeral ceremony. Once the funeral procedures are established, all key personnel should be instructed to make the appropriate contacts and given the time for a final coordination meeting. Conduct a final meeting with key personnel to:

- Establishes schedule and timetables
- Identify times and places for group gatherings as required by the ceremonies to be conducted
- Re-contact all appropriate people and agencies with the schedule, meeting places, and special instructions
- Be a key contact person for outside agencies, and other departments in relation to the death and subsequent ceremonies as related to EMS.

Family Liaison Officer

The role of the Family Liaison Officer is to ensure the family has an EMS representative to provide support and a communication conduit to the Department. Regardless of the circumstances surrounding the death, or the deceased EMS provider's status in the Department, a Family Liaison Officer will be assigned to make contact with the family. The Family Liaison Officer will determine the amount of involvement the Department will provide and relay this information to the Survivor Action Officer. The Family Liaison Officer will assist the family as much as possible during the process. A qualified volunteer officer from the member's rescue squad may be designated to assist the family and Family Liaison Officer. The Squad Liaison Officer should be identifying this individual.

For a Class III funeral, a Family Liaison Officer will be assigned. The individual so assigned will perform the following duties:

- The Family Liaison Officer should have an EMS Department vehicle, pager, cell phone and portable radio assigned to him for the entire funeral process.
- Promptly report to the deceased's residence, or to the treating medical facility, and provide reassurance and support to the family.
- The Family Liaison Officer is to ensure that the NEEDS OF THE FAMILY come before the wishes of the Department.
- The Family Liaison Officer must be able to relay information to the Deputy EMS Chief as to what level of involvement the Department will have in the funeral process in accordance with the family's wishes.

- Maintain an easily accessible contact position for the duration of the funeral process. Offer to provide meals for the family and assure future family follow-up.

The Family Liaison Officer will brief the family on EMS/Police Department funeral procedures. The Family Liaison Officer will see that the surviving parents, if not the immediate next of kin, are afforded proper recognition and have proper placement arranged for them during the funeral and procession. The Family Liaison Officer will assist the family as needed in determining:

- Band or Piper
- Honor Guard/Firing Squad
- Will an ambulance be used as a caisson or will a conventional hearse be used
- Will an ambulance or squad truck be used as a flower car?
- Will personnel walk alongside the caisson or ride in the procession.

The Family Liaison Officer must be constantly alert for ways he can assist the family of a fallen EMS provider to cope with the tragedy that has entered their lives. Any special needs that are noticed should be relayed to the Deputy EMS Chief immediately so that the necessary resources to meet those need can be acquired.

Meals

During the period of mourning and post-funeral reception, meals may become a matter of difficulty for the deceased EMS provider's family. Friends of the family and members of the Department may be used to provide for these needs. The Survivor Action Officer, in conjunction with the Squad Liaison Officer, will determine the need and coordinate the preparation and delivery of the meals provided by Station members.

Funeral Officer

The Funeral Officer will coordinate with the Family Liaison Officer and the funeral director to ensure that the wishes of the deceased EMS provider's family concerning all aspects of the funeral that are related to EMS personnel and units are carried out. The Funeral Officer will attend all meetings called by the Survivor Action Officer in order to determine the following:

- Whether EMS Department vehicles will be used as caisson or flower car. Should they not be used,

ensure alternative arrangements are made with the funeral director.

- Determine if Honor Guard is requested and coordinate with honor guard members to establish an honor guard schedule at the funeral home and funeral ceremony.

Pallbearers

Should the family choose to use EMS Department members as pallbearers, it is the Family Liaison Officer's responsibility to determine which EMS providers the family would like to have. The total number of pallbearers is usually eight (8). Pallbearers should wear Class A uniforms with hats and white gloves.

- Due to the specific responsibilities they are assigned, pallbearers are exempt from following the majority of orders given to the remainder of a formation.
- Instructions on the removal, handling, and transporting of the casket should be given by the Funeral Officer with the advisement of the funeral director. If an EMS ambulance /Squad truck is used as a caisson, pallbearers will hold a practice session the day before the funeral if possible. If this not possible, pallbearers must report to the funeral home several hours before the beginning of the service for a briefing and practice

Procession Officer

The Procession Officer has the responsibility of coordinating the funeral procession from the funeral home to the funeral ceremony (if necessary) and from the funeral site to the cemetery for all EMS personnel and units. Attend all coordination meetings to determine the following:

- Name of the funeral home to be used.
- Place where funeral service will take place.
- Name of the cemetery.
- Will an ambulance be used as a caisson or will a conventional hearse be used?
- Will an ambulance be used as a flower car?

Establish a system for staging and coordinating vehicles at all locations where funeral activities will occur. Coordinate the vehicle staging with appropriate key personnel (Ceremony Rites Officer, Cemetery Officer, etc.). Ensure that sufficient personnel are available at all staging locations

to efficiently direct and stage apparatus and vehicles. All staging will be reviewed with funeral director.

Determine if any special considerations involved in the procession. These may include:

- Align vehicles in the procession basically as follows (coordinate with funeral director):
 - Lead Escort – Police
 - Lead Funeral car with minister
 - EMS Department ambulance/squad truck used as flower car
 - Honorary Pallbearers
 - Honor Guard/Color Guard
 - Pallbearers (if not riding on flower vehicle and caisson)
 - Hearse or ambulance/squad truck used as caisson
 - Family vehicles
 - EMS Chief vehicle
 - EMS Deputy Chief vehicle
 - Other EMS Department vehicles
 - Fire Department vehicles
 - Family friends

If EMS Department apparatus is used as a caisson and/or flower vehicle, contact the Procession Officer and determine which apparatus will be used.

Procession

The family may indicate the desire for a procession from the funeral home or funeral service site to the cemetery. The procession is the responsibility of the Procession Officer and the funeral director. This involves the staging of vehicles at the funeral home or funeral site prior to the funeral, directing vehicles as they leave for the cemetery, and staging upon arrival at the cemetery.

Caisson

An EMS Department ambulance may be appropriate as a caisson to carry the casket. If an ambulance is used, it must be taken out of service for a period of time and prepared as follows:

- Thoroughly clean and wax.
- Remove cot parts and dividers.

- Add available mourning flags or bunting.
- Have the operator in dress uniform.

Formations

Special formations may be appropriate under certain circumstances. Should this option be exercised, the formations would be at the following points:

- Walk through of all attending EMS providers at the funeral home or funeral service site.
- Honor guard formations on either side of the exit path of the casket from the funeral home to the hearse or caisson.
- Honor guard formations on either side of the casket path upon entry to and exit from the funeral service site.
- Honor guard formations on either side of the casket path from the hearse or caisson to the interment.

Class IV

Retirees and Lifetime Funeral Procedures

Class IV Retirees and Lifetime members Funeral Procedures

A Class IV funeral is provided for members who die as a retiree or a lifetime member. There may be other deaths that, due to particular circumstances, could be classified as being “Retiree and Lifetime Member” by the EMS Chief.

Key Personnel Assignments for Class IV Funerals

- **Survivor Action Officer** – EMS Deputy Chief
- **Family Liaison Officer** – Division Chief Bianco
- **Squad Liaison Officer** – Rescue Captain

Survivor Action Officer

The Deputy EMS Chief will assume the position of Survivor Action Officer or appoint someone to act as his representative in providing liaison and support with the family of a retired and/or Life Member who dies. As a direct representative of the EMS Chief, the Survivor Action Officer should receive the full cooperation of the entire EMS Department. The Survivor Action Officer will appoint assistants and delegate responsibilities as required to successfully complete all assigned duties.

The Survivor Action Officer is responsible for the management of several important activities. The Survivor Action Officer coordinates and supervises the activities of a number of key personnel assigned to handle the specific aspects of the funeral arrangements that involves EMS personnel and equipment.

- Notify the following personnel and agencies of the death:
 - Rescue Council President.
 - Rescue Squads

The Survivor Action Officer will conduct a coordination meeting with the key personnel as soon as possible so that everyone understands what options will be used in the funeral ceremony. Once the funeral procedures are established, all key personnel should be instructed to make the appropriate contacts and given the time for a final coordination meeting. Conduct a final meeting with key personnel to:

- Identify times and places for group gatherings as required by the ceremonies to be conducted.

- Re-contact all appropriate people and agencies with the schedule, meeting places, and special instructions.
- Be a key contact person for outside agencies, and other departments in relation to the death and subsequent ceremonies as related to EMS.
- Maintain an easily accessible contact position for the duration of the funeral process. Assure family follow-up by the Family Liaison Officer.

Family Liaison Officer

The role of the Family Liaison Officer is to ensure the family has an EMS representative to provide support and a communication conduit to the Department. Regardless of the circumstances surrounding the death, or the deceased EMS provider's status in the Department, a Family Liaison Officer will be assigned to make contact with the family. The Family Liaison Officer will determine the amount of involvement the Department will provide and relay this information to the Survivor Action Officer. The Family Liaison Officer will assist the family as much as possible during the process. A qualified volunteer officer from the member's rescue squad may be designated to assist the family and Family Liaison Officer. The Squad Liaison Officer should be identifying this individual.

For a Class IV funeral, a Family Liaison Officer will be assigned. The individual so assigned will perform the following duties:

- The Family Liaison Officer should have an EMS Department vehicle, pager, cell phone and portable radio assigned to him for the entire funeral process.
- The Family Liaison Officer must be able to relay information to the EMS Chief as to what level of involvement the Department will have in the funeral process in accordance with the family's wishes.
- Maintain an easily accessible contact position for the duration of the funeral process.

The Family Liaison Officer will brief the family on EMS/Police Department funeral procedures. The Family Liaison Officer will assist the family as needed in determining:

- Piper
- Honor Guard
- Will an ambulance be used as a caisson or will a conventional hearse be used

- Will an ambulance or squad truck be used as a flower car?
- Will personnel walk alongside the caisson or ride in the procession.

Any special needs that are noticed should be relayed to the Deputy EMS Chief immediately so that the necessary resources to meet those need can be acquired.

Meals

During the period of mourning and post-funeral reception, meals may become a matter of difficulty for the deceased EMS provider's family. Friends of the family and members of the squad may be used to provide for these needs.

Pallbearers

Should the family choose to use EMS Department members as pallbearers, it is the Family Liaison Officer's responsibility to determine which EMS providers the family would like to have. The total number of pallbearers is usually eight (8). Pallbearers should wear Class A uniforms with hats and white gloves.

- Due to the specific responsibilities they are assigned, pallbearers are exempt from following the majority of orders given to the remainder of a formation.
- Instructions on the removal, handling, and transporting of the casket should be given by the Funeral Officer with the advisement of the funeral director. If an EMS ambulance /Squad truck is used as a caisson, pallbearers will hold a practice session the day before the funeral if possible. If this not possible, pallbearers must report to the funeral home several hours before the beginning of the service for a briefing and practice

Procession

The family may indicate the desire for a procession from the funeral home. The procession is the responsibility of the Funeral Director. This involves the staging of vehicles at the funeral home or funeral site prior to the funeral, directing vehicles as they leave for the cemetery, and staging upon arrival at the cemetery.

Caisson

An EMS Department ambulance may be appropriate as a caisson to carry the casket. If an ambulance is used, it must be taken out of service for a period of time and prepared as follows:

- Thoroughly clean and wax.
- Remove stretcher dividers.
- Have the operator in dress uniform

Formations

Special formations may be appropriate under certain circumstances.

Should this option be exercised, the formations would be at the following points:

- Walk through of all attending EMS providers at the funeral home or funeral site.
- Honor guard formations on either side of the exit path of the casket from the funeral home to the hearse or caisson.
- Honor guard formations on either side of the casket path upon entry to and exit from the facility.
- Honor guard formations on either side of the casket path from the hearse or caisson to the interment.

APPENDICES

APPENDIX ONE MILITARY STANDARDS

POSITION OF ATTENTION

Assume the position of "Attention" on the command "ATTENTION." To assume this position bring the heels together smartly so that the heels are on the same line with the toes pointing out equally, forming an angle of 45 degrees. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square and even. Let the arms hang straight, without stiffness, along the sides with the back of the hands outward. Curl the fingers so that the tips of the thumb are alongside and touching the first joint of the forefingers. Keep the thumbs straight and along the seams of the trousers with all fingertips touching the trouser leg. Keep the head erect and hold it squarely to the front with the chin drawn slightly in so that the axis of the head and neck is vertical. Look straight to the front. Rest the weight of the body equally on the heels and balls of the feet. Remain silent except when replying to a question or when directed otherwise.

POSITION OF PARADE REST

Parade rest is commanded from the position of "Attention" only. The command for this movement is "PARADE, REST." On the command of execution ("REST") move the left foot ten inches to the left of the right foot. Keep the legs straight, resting the weight of the body equally on the heels and balls of both feet. Simultaneously place the hands at the small of the back, centered on the belt line. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward. Hold the head and eyes as at the position of "Attention." Remain silent and do not move. "Stand at ease," "At Ease," or "Rest" may be commanded from this position.

STAND AT EASE

The command for this movement is "STAND AT EASE." On the command of execution ("EASE") execute "Parade Rest" but turn the head and eyes directly toward the Officer in charge. "At Ease" or "Rest" may be commanded from this position. The command for this movement is "AT EASE." On the command "At Ease" movement is allowed but personnel must remain standing and silent with the right foot in place. "Rest" may be commanded from this position.

REST

The command for this movement is "REST." On the command "Rest" movement, talking, smoking, or drinking is allowed unless otherwise specified. Personnel must remain standing with the right foot in place. "At Ease" may be commanded from this position.

HAND SALUTE

The hand salute is a one-count movement. The command is "PRESENT, ARMS." On the command of execution (Arms") raise the right hand to the headdress and with the tip of the forefinger touch the rim of the visor slightly to

the right of the right eye. The fingers and thumb are extended and joined, palm down. The outer edge of the hand is barely canted downward so that neither the palm nor the back of the hand is visible from the front. The upper arm is horizontal with the elbow inclined slightly forward and the hand and wrist straight. Order arms from this salute is a one-count movement. The command is "ORDER, ARMS." On the command of execution (Arms") return the hand smartly to the side, resuming the position of attention. When uncovered or when wearing a headdress without a visor, the hand salute is executed in the same manner as previously described, except the tip of the forefinger touches the forehead near the eyebrow and slightly to the right of the right eye.

APPENDIX TWO
SUGGESTED “LAST ALARM” CEREMONY

Chaplain or Department Member reads or recites:

Throughout most of history, the life of an EMS provider has been closely associated with the ringing of a bell. As he began his hours of duty, it is the bell that started it off. Through the day and night, each alarm was sounded by a bell, which called him to answer the call and to place his life in jeopardy for the good of his fellow man. And when the call is over, and the alarm had come to an end, the bell rang three times to signal the end.

And now our provider _____ has completed his/her task, his/her duties well done, and the bell rings three times in memory of, and in tribute to, his life and service.

Officer in charge calls EMS providers to attention.

Color guard called to “Present Arms”

Bell is struck three times

Color guard called to “Order Arms”

Members seated (if in facility or funeral home)

Closing Prayer

**APPENDIX THREE
SAMPLE ORDER OF EVENTS**

Funeral Services for EMS Paramedic John Doe
Virginia Beach Department of Emergency Medical Services and the Knotts Island
Volunteer Rescue Squad
February 3, 2015

1:00 **Arrival of hearse at Star of the Sea Church, 1501 Pacific Ave**
Honor Guard Posted
Color Guard Posted

1:30-2:00 **Guests, EMS personnel, and EMS apparatus arrive.**
EMS personnel placed in formations
Explanation of commands is given
Attention
Present Arms
Order Arms

2:00-2:15 **Arrival of family and processional**
Pallbearers remove the casket
Procession enters the Facility
Minister
Color Guard
Pallbearers/Casket
Honorary Pallbearers
Family
Virginia Beach EMS Department members
Other EMS Department members

2:15-3:00 **Funeral Service**
Special Music
Reading of Biography
Special Readings
Eulogy
Funeral Sermon
Presentation of Badge
Walk By of EMS provider
Benediction

3:00-3:15 **Funeral Recessional**
Honorary Pallbearers
Minister
Pallbearers/Casket
Family
EMS Department Members

3:15-4:00 Procession to Cemetery

Lead Escort
Knotts Island Volunteer Rescue Squad Ambulance
Pallbearers
Hearse
Family Vehicles
Honorary Pallbearers
Honor Guard
Host EMS Department Chief Vehicle
Other Host EMS Department Vehicles
Fire Department Vehicles
Police Department Vehicles
City Officials
Other Fire Department Vehicles
Other Police Department Vehicles
Friends, Private Vehicles
Rear Escort

4:00-4:15 Gravesite Processional

Color Guard
EMS Department Members
Other EMS Department Members
Honorary Pallbearers
Minister
Pallbearers/Casket
Family
Friends

4:15-4:45 Graveside Service

Prayers and Scripture
Words to the Family
Final Prayer
Last Alarm Ceremony
Taps
Presentation of Flag
Benediction
Dismissal

Post-Services Reception

Should the family approve, a reception may be held following the funeral. A facility, school cafeteria, EMS station, or other facility may be used for this purpose. The Survivor Action Officer may assist in the coordinate the event if used. He

may call upon Department members, the Rescue Council or local service organizations to assist in donating or preparing food.

APPENDIX FOUR FLAG FOLDING

Step 1



To properly fold the Flag, begin by holding it waist-high with another person so that its surface is parallel to the ground.

Step 2



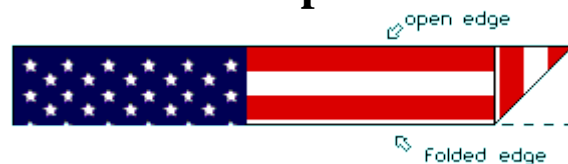
Fold the lower half of the stripe section lengthwise **over** the field of stars, holding the bottom and top edges securely.

Step 3



Fold the flag **again** lengthwise with the blue field on the **outside**.

Step 4



Make a triangular fold by bringing the striped corner of the folded edge to meet the open (top) edge of the flag.

Step 5



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

Step 6



The triangular folding is continued until the entire length of the flag is folded in this manner.

Step 7



When the flag is completely folded, only a triangular blue field of stars should be visible.