

**CHAPTER 5**  
**LINE OF DUTY DEATH INCIDENT MANAGEMENT**  
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## CHAPTER 5

### LINE OF DUTY DEATH INCIDENT MANAGEMENT

#### 1. INTRODUCTION.

- a. Commands should initiate a modified form of the Incident Command System to assist with the various aspects surrounding the death of an employee.
- b. The Area commander should be the incident commander, but may elect to designate a supervisor or manager to be in charge of the memorial/funeral service.
- c. It is important to remember that in addition to the employee's death, the command may also be managing their involvement in a major shooting, homicide, or other criminal investigation.
- d. The work of the command does not cease when an employee dies. The commander or supervisor should designate specific assignments in order to complete the various tasks that will need to be accomplished in the next few days. These assignments should be monitored on a Line of Duty Death Incident Command Guide (refer to Annex A).
- e. The Line of Duty Death Incident Command Guide has proven to be an effective tool to aid in the management of employee deaths. Assigned section leaders should be provided a copy of this guide. This command structure is based on the incident command system and can be expanded or contracted as necessary.
- f. Section leaders are defined as individuals the memorial services coordinator chooses to assist in the planning and operation of the memorial service.

#### 2. BEAT COVERAGE.

- a. Assistance may be needed on all shifts leading up to, and on the day of, the memorial/funeral services.
- b. The commander or supervisor should consider utilizing assistance for both Area officers and support staff from adjoining commands/Divisions, as well as allied agencies located in nearby communities.
- c. The commander or supervisor should monitor the emotional condition of employees. Be aware, not all post-traumatic stress problems that affect employees are readily recognizable.
- d. Employees may need to be temporarily relieved from regular duties.

- e. Remind employees to keep safety a priority during the next several days.

3. SECTION ASSIGNMENTS FOR LINE OF DUTY DEATH MANAGEMENT. The following section leaders should be assigned in response to a Line of Duty Death (LODD). See Annex A for the specific tasks of each section leader. Annex A may also be used in a smaller scale for non-LODDs.

a. Incident Commander.

- (1) Administrative officer.
- (2) Area operations coordinator.
- (3) Office of Employee Safety and Assistance (OESA) – Incident Command Support Team.
- (4) Area family liaison officer.
- (5) Public information officer.
- (6) Memorial services coordinator.
- (7) Facilities coordinator.
- (8) Transportation coordinator.
- (9) Graveside coordinator.
- (10) Allied agency coordinator.
- (11) Special detail coordinator.
- (12) Reception coordinator.
- (13) Finance coordinator.
- (14) Office of Employee Safety and Assistance – Memorial Support Team.

4. PEER SUPPORT PROGRAM. Peer Support Program personnel can lessen the potential negative emotional impact for employees after a variety of critical incidents, including the death of a fellow employee.

- a. The function of Peer Support Program is not to provide professional counseling, but listen, share feelings, answer questions, describe common

reactions and emotions the individual may experience following a critical incident, and refer employees to Employee Assistance Program (EAP) services.

b. Peer Support Program personnel shall participate in group Critical Incident Stress Debriefings (CISD).

c. Conversations occurring between Peer Support Program personnel and the involved employee should always take place in a confidential environment, to ensure trust and integrity between the two remains intact. No records shall be made or kept.

5. CRITICAL INCIDENT STRESS DEBRIEFINGS. A CISD shall be facilitated by a mental health professional, and shall be assisted by the OESA and Peer Support Program personnel. The CISD and follow-up psychological services are available through a contract provider. Group and/or individual CISD sessions may be arranged postincident by the OESA EAP coordinator. The CISD sessions are strictly confidential. Discussions are not shared outside of the debriefing. No records of the names of participants shall be kept.

a. Purpose. The purpose of a debriefing is to expose the facts surrounding the traumatic event, describe emotions, share individual reactions, have a better understanding that these occurrences are expected, and to normalize reactions to an abnormal event. Debriefings have been proven to lessen the risk of posttraumatic stress.

b. Definitions.

(1) Critical Incident Stress Debriefing.

(a) A CISD is a specific 7-phase, small group, supportive crisis intervention process. It is not psychotherapy and should not be used as a substitute for psychotherapy, defusing, or demobilizations. A CISD is a supportive, crisis-focused discussion of a traumatic event, frequently referred to as a critical incident. A CISD is a psychoeducational process structured in the form of *storytelling*. This process is combined with practical information to normalize one's reaction(s) to a critical incident, assist in enhancing resistance to stress reactions, build resiliency to recover from traumatic stress, and return to normal healthy functioning.

(b) A CISD shall be offered, and only used, following the aftermath of a significant traumatic event which has generated strong reactions in personnel of a particular homogeneous group (individuals who have experienced the same powerful traumatic event). Including personnel or

family members in the initial CISD of First Responders is not advisable, and could be harmful to all involved.

(c) A CISD is led by specially trained team members consisting of one mental health professional and California Highway Patrol Peer Support Program personnel. A CISD should never be a stand-alone intervention and is only designed to be used as a package of crisis interventions, which includes follow-up services. **Crisis intervention can be harmful when not accompanied by adequate assessment of follow-up care.**

(2) Critical Incident. A critical incident is an unusually challenging event having the potential to create significant human distress, which can overwhelm a person's usual coping mechanisms.

(3) Crisis Intervention. Crisis intervention of a critical incident targets the response an individual has to the event, not the event itself, and is predicated upon assessment of the need. The goals of crisis intervention are to provide stabilization, symptom reduction, return to adaptive functioning, and for the facilitation of access to continued care.

(4) Critical Incident Stress Management. Critical Incident Stress Management (CISM) is a comprehensive, systematic, and multicomponent approach to the management of traumatic stress. The CISM services delivered through OESA are designed to enhance performance and increase stress resistance.

(5) Critical Incident Stress Management as a Standard of Care. Critical Incident Stress Management is the accepted standard of care in response to psychological crisis. The goals of CISM are to provide early intervention, psychological support, opportunity for expression, and crisis education. The core elements of a CISM program are to provide preincident preparation and education; crisis management briefing; defusing; CISD services; organizational and community support; family support; pastoral crisis intervention, if appropriate; follow-up; education; and referral.

(6) Counseling Services. Counseling services are provided as an additional resource to employees and their families who may be experiencing difficulty in their daily routines or need follow-up counseling as a result of an LODD. These services, provided through the EAP, are available 24 hours a day, seven days a week by calling Magellan Healthcare at (866) 327-4762.

## 6. ESTABLISHING MEMORIAL FUNDS.

- a. In many instances, the deceased employee's command may find it desirable to establish a memorial fund.
- b. The command may make arrangements with the California Association of Highway Patrolmen at (916) 452-6751, or PO Box 161209, Sacramento, CA 95816, to process all memorial funds collected through a special account.
- c. When responding to inquiries from the public regarding donations, those interested in donating should be advised to make checks payable to "Rank and Name of Deceased Employee Memorial Fund" (e.g., Officer Smith Memorial Fund).
- d. When establishing a memorial fund with a financial institution, commanders should ensure that the individual opening the account does not provide their own social security number to open the account. The social security number of the fund's recipient should be used to open the account.
- e. The commander or assigned supervisor should ensure that at least two people are responsible for the accounting and deposits of the donations.
- f. An accurate list of the contributors, including name, address, telephone number, amount, and the type of donation (check or cash), should be maintained. This list will enable survivors to contact the contributors to express their appreciation.
- g. The following information is required to open an account at banks in the State of California. This information will need to be gathered for both the recipient of the fund and any coapplicants, such as children, before initiating the application process:
  - (1) Social security number and the tax identification number of nonprofit entity.
  - (2) Current address and prior address(es) if the recipient has lived at their current address less than five years.
  - (3) Driver license number of recipient (if applicable).
  - (4) Employer information of recipient (if applicable).
  - (5) Electronic mail address of recipient (if online service is desired).
  - (6) Account information of the recipient's financial institution, if the fund account is at a bank other than this institution.

h. In order to maintain the highest security standards, the bank requires verification, which includes a credit check, address verification, and a review of the recipient's past bank relationships. The following information is helpful to the bank to expedite the verification process:

- (1) Do not use a nickname on the application form. Use the name listed on credit cards, driver license, or social security card.
- (2) If the recipient has recently moved, or is going to move soon, indicate this on the application. Apply for the account number at least two weeks before the move, as the address will need to be verified.
- (3) If it is a joint account, review the coapplicant's information thoroughly. If the coapplicant has poor credit, consider applying for an individual account until the coapplicant's credit improves.
- (4) If the recipient's last name recently changed, but had not been updated on their social security card or driver license, use the recipient's former name on the application. After the social security card and driver license have been updated, the name on the account can be updated.
- (5) If the recipient is a student and lives in a dorm or temporary housing, consider applying for a joint account with the recipient's parent or guardian as the primary account holder. Also, use the parent's or guardian's address for the account so the bank will be able to verify the address and complete the application.
- (6) Review the information for the account of choice, either checking or savings. A non-interest-bearing account should be considered to reduce later tax issues.

7. SURVIVOR ISSUES. Commanders or supervisors should ensure survivors are made aware of the Survivor Outreach Program (SOP) as outlined in Highway Patrol Manual 10.5, Employee Assistance Manual, Chapter 10, Survivor Outreach Program. In addition, commanders should ensure the SOP coordinator, assigned to the OESA, is introduced to the survivors as soon as practical, following the LODD. When issues or concerns arise with the surviving family surrounding the death of the employee, commanders or supervisors should contact the OESA supervisor or SOP coordinator for assistance. The following list describes frequent concerns survivors may experience:

- a. Feelings of isolation and helplessness, or hopelessness.
- b. Feelings of guilt for not having protected the victim.

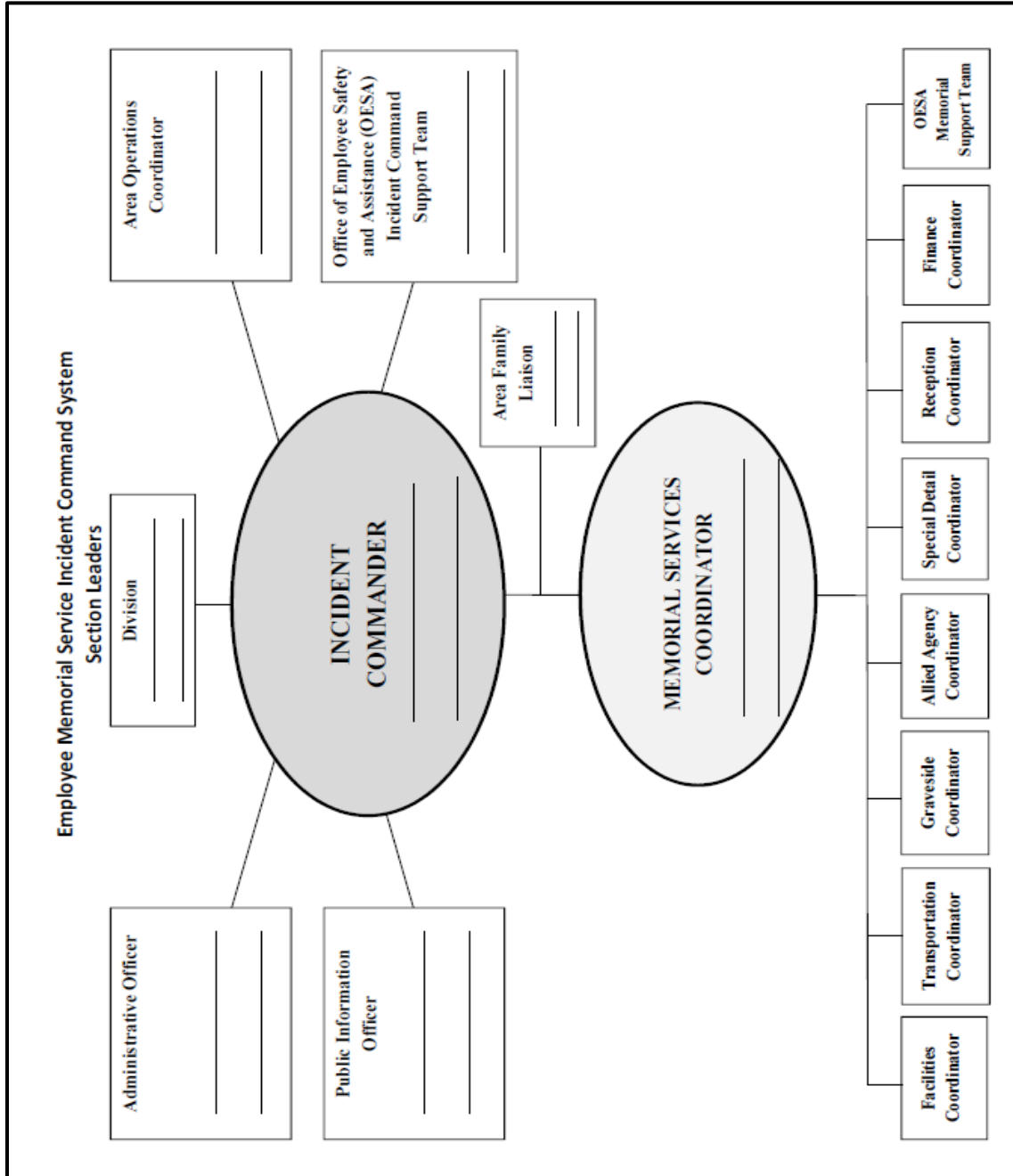
- c. The memory of seeing the mutilated body.
- d. Receiving the victim's belongings.
- e. Sensational and/or inaccurate media coverage.
- f. Lack of information.
- g. Prolonged grief.
- h. Loss of ability to function on the job, at home, or in school.
- i. Marital problems and the strain on family relationships.
- j. Diminished health, faith, and values.
- k. Lack of empathy from the community.
- l. Financial burden.
- m. Public sympathy for suspect(s).
- n. Outrage over the leniency of a responsible party sentence, creating bitterness or loss of faith in the legal system.
- o. Anger over a plea bargain arrangement/agreement.
- p. Frustration over not being allowed into the courtroom at the time of the trial.
- q. Unanswered questions about what happened.
- r. Unanswered questions about postponements or delays in the trial.
- s. After a conviction, a lengthy appeals process begins, causing additional stress/frustration.
- t. Reliving the event throughout the parole process.
- u. Special dates (anniversaries of death, birthdays, anniversaries, holidays, etc).

NOTE: It is important to provide support for the survivor(s) as soon as issues/concerns become apparent.

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# ANNEX A

## LINE OF DUTY DEATH INCIDENT COMMAND GUIDE



## **INCIDENT COMMANDER**

### **IMMEDIATELY**

- Appropriate notifications made through chain of command.
- Check personnel file for CHP 102, Address and Emergency Information, and CHP 611B, Instructions in the Event of Death.
- Notify next of kin.
- Notify Area personnel, including those on vacation.

### **24 HOURS**

- Complete CHP 162A, Peace Officer Funeral Worksheet.
- Retrieval of badge of the deceased.
- Crisis management briefings.
- Delivery of 11-99 Foundation gift funds to survivor(s) and command.
- Delivery of California Association of Highway Patrolmen gift funds to survivor(s).

### **OTHER**

- Investigative reports.
- Retrieval of Department equipment.



## **ADMINISTRATIVE OFFICER**

### **IMMEDIATELY**

- Notify Department of General Services, Office of Risk and Insurance Management.
- Notify California Highway Patrol (CHP) Disability and Retirement Unit.
- Notify CHP Personnel Transaction Unit.

### **8 HOURS**

- Notify California Occupational Safety and Health Administration.

### **12 HOURS**

- Publish a Communications Network (Comm-Net) message.

### **OTHER**

- Notify retirees.
- Release of body from coroner.
- Notify Social Security Administration.
- Set up Memorial Fund.
- Obtain death certificate (at least 15 certified copies).
- Prepare Comm-Net message – funeral information follow-up.
- Notify nondepartmental organizations (e.g., Elk's Club), if applicable.
- Notify fraternal organizations.
- Obtain DD 214 Form, Certificate of Release or Discharge from Active Duty, if applicable.
- Obtain government-issued life insurance information, if applicable.
- Obtain Coroner's report

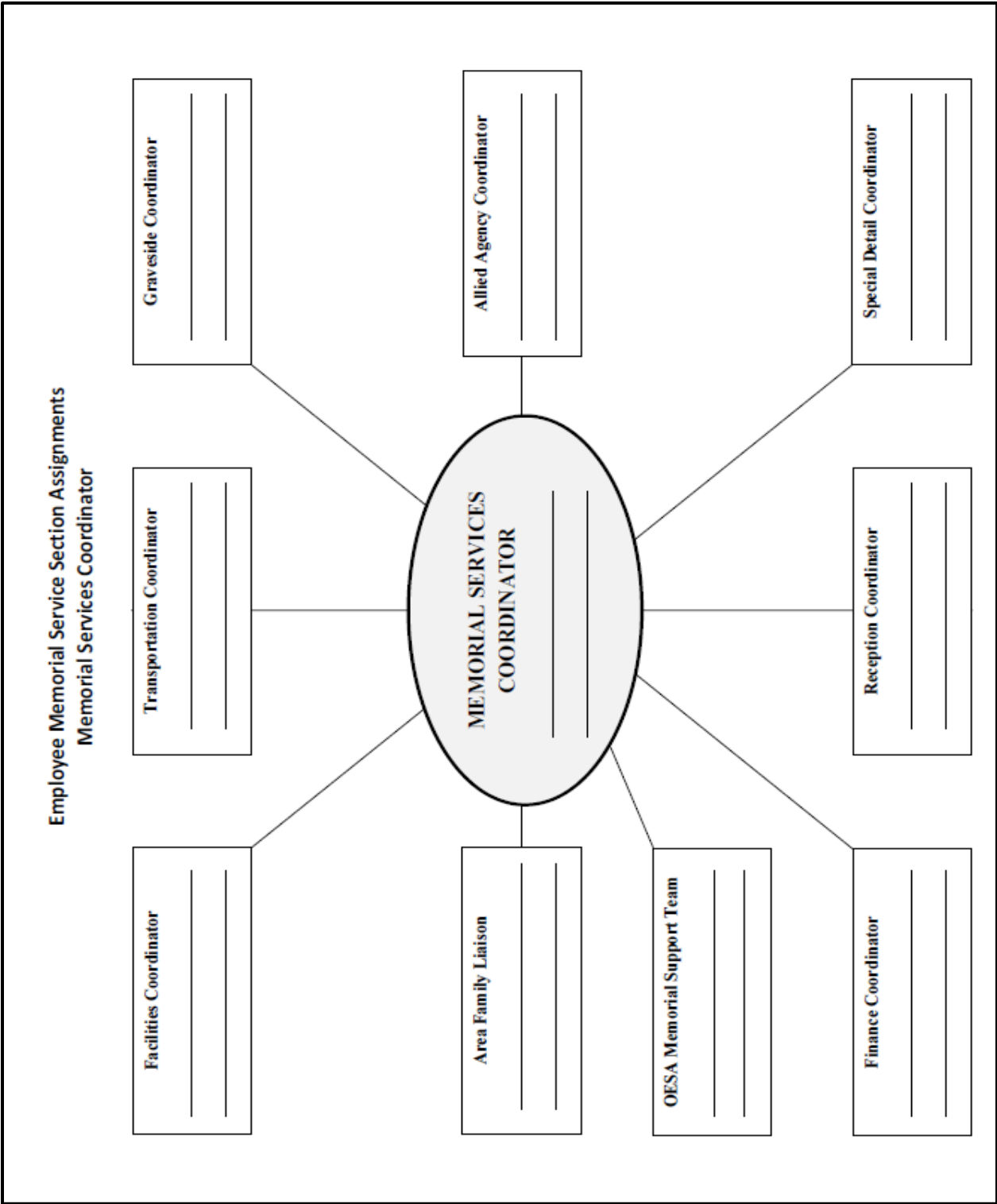












**MEMORIAL SERVICES COORDINATOR**

- Overall responsibility memorial service.
- Coordination of the following personnel.
  - (a) Facilities Coordinator.
  - (b) Transportation Coordinator.
  - (c) Graveside Coordinator.
  - (d) Allied Agency Coordinator.
  - (e) Special Detail Coordinator.
  - (f) Reception Coordinator.
  - (g) Finance Coordinator.
  - (h) Office of Employee Safety and Assistance memorial support team.
  - (i) Area Family Liaison
- Provide final cost estimates of the memorial service to the Area family liaison survivor for approval.
- Final walk-through of events.

**NOTES:**

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## **FACILITY COORDINATOR**

- Provide financial quotes of possible facility venues to Memorial Service Coordinator.
- Secure memorial service facility.
- Seating.
- Family quiet room needs and refreshments (snacks, water, tissue, etc.).
- Arrange Very Important Person(s) (VIP) quiet room and provide water.
- Arrange Honor Guard room and provide water.
- Family quiet room presentation coordination with OESA.
- Sound system.
- Ushers: family, Top Management, Area, VIP/dignitaries, all others.
- Community volunteers.
- Crowd control.
- Parking plan coordination with Transportation Coordinator.
- Paramedics.
- Tow service.
- Bomb search (if applicable).



- Motorcade escort of the deceased from mortuary to venue.
- Coordinate motorcade escort of the deceased from venue to graveside.
- Coordinate parking plan at venue, church, and graveside.
- Motorcade plans.
- Signs/cones/barricades.
- Maps.
- Very Important Person(s) escorts.
- Family transportation coordination.
- Provide financial quotes (e.g., limousines, buses) to Memorial Service Coordinator.

**NOTES:**

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**GRAVESIDE COORDINATOR**

- Provide financial quotes of possible graveside venues to Memorial Service Coordinator.
- Secure graveside location.
- Honor guard placement.
- Flag presentation and instruction to Executive Management.
- Bagpiper/bugler placement.
- Rifle team placement.
- Military participation (if applicable).
- Sound system.
- Create parking plan and coordinate with Transportation Coordinator.

**NOTES:**

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**RECEPTION COORDINATOR**

- Provide financial quotes of possible reception venues to Memorial Service Coordinator.
- Secure reception facility.
- Caterer – water and refreshments.
- Designate host/hostess.
- Sound system.
- Tables and chairs.
- Create parking plan and coordinate with Transportation Coordinator.
- Coordinate clean-up.

**NOTES:**

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## **OFFICE OF EMPLOYEE SAFETY AND ASSISTANCE MEMORIAL SUPPORT TEAM**

- Assist with family needs.
- Mortuary assistance.
- Funeral coordination assistance.
- Cemetery arrangements assistance.
- Funeral director interface.
- Ministry liaison.
- Provide information for the order of service.
- Obtain personal life insurance information.
- Family profile.
- Brochures.
- End of watch badge – In Memoriam.
- Enlarge pictures.
- End of watch necklace.
- Current photograph of officer.
- Commission on Peace Officer Standards and Training certificate.
- Obtain certified copy of marriage certificate (if applicable).
- Obtain final divorce decree from prior marriage (if applicable).
- Obtain children's birth certificates (if applicable).

