



23.0 Benefits

This General Order consists of the following sections:

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23.1 Personnel Programs

The Washington County Sheriff's Office in conjunction with the Washington County government provide new employee orientation to all agency members regarding employer provided personnel programs and the procedures for agency members to access those benefits.

- A. Retirement Program: Washington County has a Retirement Plan and details of the plan can be found in the Washington County Employee Handbook.

1. Eligible Employees

- a. Only employees who leave under good standing with the agency and who retire under full retirement terms of the County will be considered a "Retired" employee.
- b. Any employee who has been vested and/or leaves employment for any reason other than full retirement terms of the County will not be considered a "Retired" employee.

- B. Health Insurance Program: Washington County has a Health Insurance Program, and the details of the plan are provided to the employee at the new hiring orientation and can be found in the Washington County Employee Handbook.

- C. Disability and Death Benefit Program: Washington County has a Short Term and Long-Term Disability Benefit Program the details of the program are provided to employees at the new hiring orientation and can be found in the Washington County Employee Handbook. Washington County has a Death Benefit Program; the

details of the plan are provided to the employee at the new hiring orientation and can be found in the Washington County Employee Handbook.

- D. Liability Coverage: Washington County carries a one million dollar per incident liability coverage to protect employees from compensatory damages stemming from actions performed that are duty related.
- E. Employee Educational Benefits: Washington County has an Educational Assistance Program and details of the program can be found in the Washington County Employee Handbook.
- F. Additional Employee Fringe Benefits are detailed in the Washington County Employee Handbook. They include but are not limited to the sick leave incentive and jury duty compensation.
- G. Employee Assistance Program: The Washington County Government offers personnel support through the Employee Assistance Program (EAP). The key function of the EAP is to serve as a bridge between a troubled employee and public/private resources that can deal with the problem. The program provides crisis intervention, pretreatment or pre-referral evaluation and counseling, information, and follow up services. The program can be accessed through the County Personnel Department. The program is described in detail in the Washington County Employee Handbook. The services may assist in situations involving:
 - Behavior/medical problems
 - Emotional disturbances
 - Chemical/Alcohol abuse
 - Financial/other legal
 - Marital
 - Other job-related concerns

[Washington County Personnel Policies](#)

All other policies are governed by the General Orders of the Washington County Sheriff's Office.

23.2 Leave Programs

The Washington County Sheriff's Office in conjunction with the Washington County government provide new employee orientation to all agency members regarding employer provided leave programs and the procedures for agency members to access those benefits.

- A. Administrative Leave: The department allows for paid and unpaid administrative leave in certain situations. Such leave is detailed in the Washington County Employee Handbook.

- 1. Personal Leave

- a. Regular full-time employees are entitled to personal leave consisting of sixty (60) hours per calendar year. Thirty (30) hours of personal leave is granted on January 1, with the subsequent thirty (30) hours granted on July 1. New full-time employees hired during the calendar year will be granted personal leave on a pro-rated basis.

Hire date:

January – February	(30) hours
March – April	(20) hours
May – June	(10) hours
July – August	(30) hours
September – October	(20) hours
November – December	(10) hours

- b. Personal leave must be used in 1-hour increments. Personal leave cannot be carried over at the end of a calendar year to the next calendar year.

- 2. Vacation leave

- a. Regular full-time employees are granted paid vacation leave. The accrual rate and the maximum amount of hours that can be carried over from one calendar year to the next is defined in the Washington County Personnel Policies PR-34-Leave.

- 3. Procedures to request vacation and personnel leave

- a. Agency personnel will follow the guidelines established by their Divisional Commander on the process to request vacation leave and personal leave. The guidelines will include the approval process and

the notification to the employee if the leave was granted or denied.

- b. The Sheriff's Office will make every effort to accommodate the leave requests of all agency members. Notwithstanding such efforts, the Sheriff's Office is a 24-hour operation charged with the public safety within Washington County. Adequate staffing and emergency circumstances will take precedence over any leave request.

4. Emergency requests for vacation and personal leave

- a. Emergency requests for vacation and personal leave by agency members is defined as a request by agency personnel within the 24-hour period prior to the start of his or her shift that will affect adequate staffing levels.
- b. Emergency requests for leave will be approved by the assistant Divisional Commander. For situations where an agency member cannot reach the assistant Divisional Commander by personal contact or by telephone, they will contact the Shift Commander to request the emergency leave. The agency member who is approved emergency leave will be required to provide verification justifying the use.

B. Holiday Leave: Washington County has granted paid holidays to employees. Such leave is detailed in the Washington County Employee Handbook.

C. Bereavement Leave: Washington County has granted paid bereavement leave to employees. Such is detailed in the Washington County Employee Handbook.

D. Accident and Sick Leave: The department allows for paid sick leave. Such leave is detailed in the Washington County Employee Handbook.

- 1. Agency employees shall follow the procedures established by their Division Commander for submitting the initial request for sick leave usage.
- 2. For the purpose of this order, a doctor's note is defined as documentation from a licensed health care provider who has treated the agency member for a condition that results in, but not limited to; The agency member being absent from work for a period of time, limitations on duties performed when the agency member returns to work, and certification of the agency member to return to full duty status with no restrictions.

3. The submission of the required documentation related to the initial request for sick leave usage will be the responsibility of the agency member. The request for initial sick leave usage and the associated documentation can be submitted in paper or electronic form, per established procedures in the agency members assigned division.
4. In the event an agency member is incapacitated and unable to submit the required information for the initial request for sick leave usage the following procedures will occur:
 - a. The agency supervisor who receives the initial request for sick leave usage will document the name of the person submitting the request on behalf of the agency member and the circumstances known at the time of the report.
 - b. The agency supervisor shall notify their Division Commander and the Office Manager before their shift is completed of the circumstances related to the request for initial sick leave usage by a person on behalf of the agency member. The agency supervisor can exercise discretion on the notification, as it relates to the severity of the injury and/or sickness and the anticipated timeframe the agency member will be absent from work.
5. Agency members shall follow the procedures established by their Division Commander for submitting the final sick leave report and/or doctor's note that returns the agency member back to full duty status. Full Duty status is defined as an agency member being able to perform all regular duties without restriction.
6. Agency members who are recommended for modified duty by a licensed health care provider will refer to section **23.6 Modified Duty**.
7. A final sick leave report and/or doctor's note returning the agency member to full duty status will close out the sick leave usage event. Subsequent sick leave usage will be considered a separate event and will require the agency member to follow the procedures that are outlined in this order.
8. The agency reserves the right to verify the credentials of the licensed health care provider that completes reports for the agency member as it relates to sick leave usage and return to modified and/or full duty.

9. Failure to submit a doctor's note closing out a sick leave occurrence will result in the sick leave usage being considered un-substantiated.
 10. Sick leave usage of three (3) consecutive days or more may not be credited to sick leave unless substantiated by a doctor's note submitted to the agency.
 11. Agency members using (6) or more days of unsubstantiated sick leave during a rolling calendar year will be required to submit a doctor's note to substantiate any additional sick leave usage.
 12. The Division Commander or Assistant Division Commander will notify the agency member when they have reached the threshold that will require them to provide a doctor's note for each sick leave usage.
 13. No Agency member shall use or attempt to use unsubstantiated sick leave in excess of the amounts described within this order.
- E. Family and Medical Leave: Washington County has granted paid family and medical leave to employees. Such leave is detailed in the Washington County Employee Handbook.
- F. County Government Closure: The Washington County Sheriff's Office maintains a policy to identify essential and non-essential personnel in all divisions. [Sheriff's office county closure policy.](#)

23.3 Employer Provided Insurance Coverage

The Sheriff's Office and its employees will be insured for the following:

- Worker's compensation
 - Civil liability
 - Use of official vehicles
 - Blanket bond
- A. Washington County Government will provide insurance coverage for the Sheriff's Office and its employees as stated.
- B. The county government's Risk Management Coordinator will ensure such coverage is acquired as needed and maintained.

- C. The amount of coverage to be provided for each area of liability, and occurrence will be determined by the county government in line with any applicable internal governmental policies, legislation, best practice, etc.
- D. All incidents from which a claim arises will be appropriately documented with copies of such documentation retained on file at each Division Level and county government Human Resources Office.
- E. Paper flow of appropriate forms, reports, and other information as may be needed will be conducted between the employees concerned and their supervisors or administration, and then, to the Risk Management Coordinator via the designated administrative personnel.

23.4 Occupational Injuries and Illnesses

- A. When an employee suffers an occupational injury or illness that requires medical treatment, arrangements for treatment must be made immediately with the County's designated or approved workers' compensation physician.
- B. If the injury occurs on weekends or after normal doctors' hours, treatment should be sought from the nearest emergency medical treatment facility. A follow-up visit should then occur with the County's designated or approved physician. If the physician determines the employee can return to work without restrictions, the employee will furnish the Office with a Fitness for Duty Certification and return to his/her normal duties. If the physician determines that the employee is eligible for consideration for a modified duty work assignment, the restrictions will be indicated in writing and forwarded to the Sheriff and/or the Chief Deputy for review.
- C. In cases where the employee suffers from a "serious health condition" within the meaning of the FMLA (as set forth above) as the result of an occupational injury or illness and refuses to comply with the above procedures, no adverse employment action will be taken against the employee. Rather, the employee will be required to comply with the medical certification procedures set forth in the FMLA procedures above. However, the employee's right to receive workers' compensation benefits may be delayed, denied, or reduced if he or she refuses to comply with the above medical procedures.

23.5 Non-Occupational Injuries and Illnesses

- A. If an employee suffers a non-occupational injury or illness and has documented restrictions, it will be that employee's responsibility to provide documentation

from his/her treating physician in order to be considered for a modified work assignment.

- B. The documentation must be specific and satisfactory to the Sheriff's Office. The Office has the right to request further examinations or additional medical evidence at the Office's expense when deemed necessary in response to a request for modified duty. Once satisfactory documentation is received, the Sheriff and/or the Chief Deputy will determine if the employee is eligible for a modified work assignment.

23.6 Modified Duty

- A. The Sheriff's Office has determined that it is in the best interest of the citizens of Washington County to assure that all employees are actually at work and productive. The Office also recognizes that occupational and non-occupational injuries and illnesses occur, through no fault of the employee that may prohibit the employee from performing every function of his/her assigned job position. The following guidelines will allow employees, on a case-by-case basis, to return to work, in a temporary modified work assignment, for the purpose of allowing them to fully recover from their injury or illness and integrate them back into the workplace.
 - 1. Modified Duty is a temporary duty status, which may be available to those personnel who by virtue of their medical condition are temporarily unable to perform all the essential functions of their duty assignment. Placement in a modified duty assignment is based upon the needs of the Sheriff's Office. The Sheriff may deny an employee's request notwithstanding the employee's ability to function in such capacity.

To properly administer the modified work program, the following general procedures will be followed:

- a. If an injured employee desires to be placed in a modified duty status, they must submit a written, detailed request/report to the Division Commander. The request will include medical documentation as may be required to indicate such duty is medically appropriate. The Division Commander will provide recommendations as to duty assignment.
- b. Employees may not commence a modified duty assignment until authorized by the Sheriff.
- c. The Sheriff may terminate any modified duty assignment at any

time if he believes it is in the best interest of the Sheriff's Office.

- d. The injured employee will furnish a "Certification of Health Care Provider" that states the limitations and expected duration of the modified duty status.
- e. Duty assignments will be considered that meets the physician's requirements and serves the needs of the Sheriff's Office.
- f. Personnel may be required to be examined by a county appointed medical professional to determine their medical status.
- g. If no modified duty assignment is available, the Sheriff's Office is under no obligation to create one and the employee may be refused the right to return to work until he is capable of performing his/her duties.
- h. Professional business attire is the required standard of dress.
- i. If an employee desires to work a previously approved secondary employment while on modified duty, they shall submit a written request to the Sheriff, via the chain of command. Personnel may not work any previously approved secondary employment while on modified duty unless approved, in writing, by the Sheriff.
- j. Sworn law Enforcement placed in a modified duty assignment will, without exception, have their police powers suspended for the duration of the modified duty assignment and will not perform any duties requiring police authority, including contract overtime.
- k. Sworn law enforcement will, without exception, surrender their issued weapon(s), badge and assigned vehicle to the Division Commander within 24 hours of being placed in a modified duty assignment.
- l. Sworn law enforcement on modified duty will not wear, carry, display, transport any weapon except as authorized by applicable law.
- m. Employees on modified duty will not operate any agency vehicle.

B. All Washington County Sheriff's employees are eligible to participate in the modified duty program if:

1. They have temporary work restrictions resulting from an occupational or non-occupational injury or illness that prevents them from performing the essential functions of their job, and their temporary work restrictions do not preclude working on available modified work assignments. (Employees with permanent restrictions will not be eligible under this program, but instead will be treated in accordance with any applicable federal, state, or local laws); and
2. Modified work assignments are available, and the medical prognosis reveals the employee will be able to return to normal, unrestricted duties within one-hundred eighty (180) calendar days.
3. An employee assigned to a modified work assignment will be re-evaluated by their divisional commander after ninety (90) calendar days to determine if the employee can return to normal unrestricted duties. No modified work assignment will exceed one-hundred eighty (180) calendar days in a rolling twelve (12) month period.
4. Employees on modified work assignments are not eligible to work overtime.

C. Non-discrimination of employees during Pregnancy:

1. The Office of the Sheriff prohibits discrimination against any employee on the basis of any disability, to include any term of pregnancy. Pregnancy is a temporary medical condition for which the Office of the Sheriff shall, upon certain certification from a health care provider, afford the employee with reasonable accommodations. Such reasonable accommodations include temporary transfer or re-assignment to a less hazardous or less strenuous position during the time-period of the medical condition. Moreover, all policies and practices involving matters such as the commencement and duration of leave, the availability of extensions of leave, the accrual of seniority and other benefits and privileges, reinstatement, and payment under any health or temporary disability insurance or sick leave plan, shall be applied to disability due to pregnancy or childbirth on the same terms and conditions as they are applied to other temporary disabilities.
 - a. The Chief Deputy shall ensure notices regarding information concerning employees' rights to reasonable accommodations and leave for a disability caused or contributed to by pregnancy are

posted in conspicuous locations (e.g., each Information bulletin board) throughout workspaces maintained by the Agency.

- b. The one-hundred eighty (180) calendar day maximum in a rolling (12) month period restriction for a modified work assignment does not apply to pregnancy.

D. Identifying potential work assignments

1. The Sheriff's Office does not set aside modified or light duty positions of employment. Instead, the Office considers whether a modified duty assignment may be created on a temporary basis for an eligible employee. If it is determined that an employee is eligible to participate in the modified work program, the Sheriff and/or Chief Deputy, in conjunction with the Division Commander, will determine if a temporary modified work assignment can be created for an eligible employee, given the nature and extent of his/her restrictions. If a temporary modified work assignment can be created for an eligible employee, the treating physician's approval will be sought before offering the employee the modified work assignment. If the treating physician approves, the employee will be offered the temporary modified work assignment. Once offered, a temporary modified duty work assignment is a condition of continued employment except as set forth below.
2. In cases where the employee suffers from a "serious health condition" within the meaning of the FMLA as the result of an injury or illness and has not exhausted his/her 12-week FMLA entitlement, no adverse employment action will be taken against the employee for refusal to accept the modified duty assignment. However, the employee's right, if applicable; to receive workers' compensation benefits may be delayed, denied, or reduced if he or she refuses to accept the modified duty assignment.

23.7 Employee Separation from the Agency for Lengthy Absences

1. In order to be responsive to the citizens of Washington County and to provide the highest level of service, the Sheriff's Office recognizes that all employees must be actively at work. To this end, and unless prohibited by federal, state, or local law, the Sheriff's Office will only hold an employee's position or provide an equivalent position until the employee exhausts FMLA leave.
2. In the event that the employee exhausted his/her FMLA entitlement, the Office will provide the employee with a position for which he/she is

qualified until any remaining accrued sick leave and any opportunities provided under the modified duty program are exhausted.

3. However, under such circumstances, the employee will not be guaranteed his/her original position or an equivalent position. Therefore, the employment relationship will be terminated unless the employee qualifies for benefits under the County's Short-Term Disability (STD) plan, which currently provides for a maximum of 13 weeks of disability benefits.
4. If the employee qualifies for benefits under the County's STD Plan, the employment relationship will be terminated once the employee's eligibility for STD benefits is exhausted unless prohibited under federal, state, or local law.

23.8 Military Leave for Agency Members

1. The Division Commander or a designated divisional member is the point of contact for all issues and communication regarding military leave for the agency. Employees assigned to military service training or active duty will notify their Division Commander or designated division member as soon as possible regarding the scheduling of any training or operational military assignments.
2. The Division Commander or a designated divisional member is the point of contact for all issues and communication regarding military leave for all Human Resources issues. It may be necessary for the Division Commander or designated division member to refer the employee to a designee of Washington County Human Resources for certain issues.
3. Out Processing – Employees who will, to the best of their knowledge, be assigned to military duty exceeding 180 days will meet with the Sheriff, Division Commander, or designated division member in order to communicate the required steps to take in order to be reintegrated upon completion of the active military assignment.
4. Prior to departure for military service exceeding 180 days, the employee will meet with the Quartermaster and turn in all agencies issued equipment.
 - a. All agency owned equipment, including but not limited to weapons, Mobile Data Terminals, cellular telephones, and, if applicable, agency vehicle must be returned for safekeeping prior to military activation or deployment. Equipment will be added back into the agency inventory. Upon the employee's return, equipment will be reissued from the general inventory.
5. In Processing / Reintegration.

- a. Prior to reintegration, returning employees shall meet with the Sheriff and/or division commander or designated division member. This meeting will address any concerns of the returning employee, as well as detail the steps necessary for reintegration.
- b. The Washington County Sheriff's Office will make reasonable efforts to accommodate employees who are injured during their military service. Service members convalescing from injuries received during service or training may have up to two years from the date of completion of service to return to their jobs.
- c. Employees returning to the Washington County Sheriff's Office from military service will be reintegrated in the position that they would have attained had they not been absent for military service, with the same seniority, status, and pay.
- d. Employees performing military service retain health care coverage from the Washington County Government as though the employee had remained assigned to his/her agency division. Additionally, all pension plans are protected under USERRA.

6. Training Requirements for Reintegration

- a. All returning employees shall, upon reintegration, be scheduled to attend and complete the training required by the Maryland Police and Correctional Training Commission, to include 18 hours of in-service training as defined by the Commission, and firearms qualifications for each weapon system they will be authorized to utilize.
- b. Employees returning from absences of 3 or more years due to deployment will be required to complete the entrance level firearms training program, as required by the Maryland Police and Correctional Training Commission.
- c. Returning employees will be retrained per Maryland Police and Correctional Training Commission standards for recertification based upon the employee's time away from the job.
- d. Employees returning to work after military service exceeding 180 days may be required to go through a portion or all of a Field Training Program.

- e. The employee will retain their access to the Washington County email system during the period of their deployment in order to maintain an open line of communication with the Sheriff's Office during deployment. To the extent possible, the deployed employee should be notified of significant news or events related to the Sheriff's Office including promotions or promotional opportunities.

7. Special Circumstances and Military Orders.

- a. Agency members will be required to submit official communication showing release from military orders or modification of military orders. The release from military orders or modification will allow the employee to return to work in their assigned division.
- b. Agency members are permitted, but not required to use accrued annual leave or personal days while performing military service.

23.9 Line of Duty Death, Serious Injury or Natural Death of an Agency Member

The Sheriff's Office has established procedures to ensure the proper support and emotional care for a member's family following a death or serious injury.

The Washington County Sheriff's Office will provide liaison assistance to the immediate survivors of a member who dies or who has a serious injury while the member was performing a work-related function and while he or she was an active member of the Agency. The Sheriff will institute certain parts of this Order for cases of a member's natural death. The Sheriff's Office will provide a clarification and information on survivor benefits as well as emotional support during this traumatic period of readjustment for the surviving family. Funeral arrangements of the deceased member are to be decided by the family, with their wishes taking precedence over the Agency's.

Coordination of events following the death of a member is extremely important and complex responsibility. Professionalism and compassion must be exhibited at all times as an obligation to the member's survivors and to the law enforcement community.

These guidelines are based upon suggestions in the handbook entitled, "*Support Services to Surviving Families of Line of Duty Deaths*", by Suzanne F. Sawyer, the Executive Director of Concerns of Police Survivors, Inc. (C.O.P.S.), based in Camdenton, Missouri.

- A. In order to provide the best possible services and support for the member's family, all members of the Sheriff's Office shall fill out a Personal / Financial Diary, the diary shall be sealed in a manila envelope with the member's name and duty

assignment on the outside of the envelop. The Diaries shall be kept in a locked file cabinet in the Sheriff's Office - Duty Officers area. No one shall access the file folders without authority from a member of the rank of Captain or above and only following the member's death or serious injury. The Personal / Financial Diary shall be returned to the member when they separate from service with the Sheriff's Office. The Diary shall be reviewed by the Sheriff and may be turned over to the next of kin upon the death of the member if the Sheriff deems it appropriate. With the information provided in the Diary the Sheriff will assign specific duties to selected members of the Agency. The duties include, but are not limited to:

1. Notification of next of kin
 2. Hospital Liaison
 3. Family Liaison
 4. Agency Liaison
 5. Benefits Coordinator
- B. An explanation of each of these responsibilities is contained in this Order. A member may be called upon to perform more than one role.
- C. Members will maintain an up to date "Personal / Financial Diary" form. The information will be of extreme comfort to families and the Sheriff's Office in fulfilling the deceased member's wishes.
- D. The Sheriff, or his designate, will conduct all press conferences, issue all press releases and otherwise handle the news media throughout the ordeal. If the family decides to accept an interview, the Sheriff may attend to "screen" questions presented to the family so as not to jeopardize subsequent legal proceedings if this is the family's desire.
- E. Procedures and Responsibilities of Notification
1. It is the responsibility of the Sheriff to notify, or cause to be notified, the next of kin of a member who has suffered severe injuries or died. The Sheriff will personally make the notification or, in his absence, designate the Chief Deputy or Division Commander to inform the survivors.
 2. The name of the deceased member will not be released by the Sheriff's Office before the immediate family is notified.
 3. If there is knowledge of a medical problem with an immediate survivor, medical personnel should be available at the residence at the time of notification.

4. Notification will be made in person and never alone. The Sheriff's Office Chaplain, close friend, or another deputy survivor could appropriately accompany the Sheriff; however, if the aforementioned persons are not readily accessible, notification should not be delayed until these people can gather. If there is an opportunity to get to the hospital prior to the demise of the member, do not wait for the delegation to gather. The family should learn of the death or serious injury from the Sheriff's Office first and not from the press or other sources.

5. Never make a death or serious injury notification on the doorstep. Ask to be admitted to the house. Inform family members slowly and clearly of the information that you have. If specifics of the incident are known, the Sheriff should relay as much information as possible to the family. Be sure to use the member's name during the notification. If the member has died, relay that information. Never give the family a false sense of hope. Use words such as "died" and "dead" rather than "gone away" or "passed away".
6. If the family requests to visit the hospital, they should be transported by cruiser. It is highly recommended that the family does not drive themselves to the hospital. If the family insists on driving, a member of the Sheriff's Office should accompany them in the family car or follow them to the hospital.
7. If young children are at home, the Sheriff, or his designate, should arrange for babysitting needs. This may involve co-workers' spouses, transportation of children to a relative's home, or similar arrangements.
8. Prior to departing for the hospital, the Sheriff should notify the hospital staff and the "Hospital Liaison", (by telephone, if possible), that the family is coming to the hospital.
9. The deceased or severely injured member's parents should also be afforded the courtesy of a personal notification, whenever possible.
10. If immediate survivors live outside the Washington County area, the Sheriff's Office will ensure that a teletype message is sent to the appropriate jurisdiction, requesting a personal notification or the Sheriff may elect to do personal notification. The Sheriff may choose to call the other jurisdiction by telephone in addition to the teletype message. Arrangements should be made to permit simultaneous telephone contact between the survivors and the Agency if needed.
11. In the event of an on-duty death or serious injury, the external monitoring of police frequencies may be extensive. Whenever possible, communications regarding notifications should be restricted to the telephone or on an encrypted talk group. If the media has obtained the member's name, they will be requested to withhold the information, pending notification of next of kin.

F. Assistance for Affected Members

1. Members who were on the scene or who arrived moments after a member was critically injured or killed, should be relieved as quickly as possible. Police witnesses and other members who may have been emotionally affected by the serious injury or death of another member will attend a Critical Incident Stress Debriefing held by a trained mental health professional or trained Crisis Intervention Team.

G. Assisting the Family at the Hospital

The first official, other than the Sheriff or his designate, to arrive at the hospital becomes the “Hospital Liaison”. The “Hospital Liaison” is responsible for coordinating the activities of hospital personnel, the member’s family, police officers, the press, and others. These responsibilities include;

1. Arrange with hospital personnel to provide an appropriate waiting room for the family, the Sheriff, and others requested by the immediate survivors.
2. Arrange a separate area for fellow deputies to assemble.
3. Establish a press staging area.
4. Ensuring that medical personnel relay pertinent information regarding a member’s condition to the family and to the Sheriff on a timely basis and before such information is released to others.
5. Notifying the appropriate hospital personnel that all medical bills relating to the injured or deceased member are directed to the Washington County Division of Human Resources. The family should not receive any of these bills. This may require the “Hospital Liaison” to re-contact the hospital during normal business hours to ensure that proper billing takes place.
6. Ensure that the family and the Sheriff are updated regarding the incident and the member’s condition upon their arrival at the hospital.
7. Arrange transportation for the family back to their residence unless the family refuses this service.
8. If it is possible for the family to visit the injured member before death, they should be afforded that opportunity. The Sheriff, or his designate, should “prepare” the family for what they might see in the emergency

room and should accompany the family into the room for the visit if the family requests it. Medical personnel should advise the family of visitation policies and, in the event of death, explain why an autopsy is necessary.

9. Do not be overly protective of the family. This includes sharing specific information as to how the member met his or her demise, as well as allowing the family time with the deceased member.

H. Support of the Family during the Wake and Funeral.

1. The Sheriff, or his designate, will meet with the member's family at their home to determine their wishes regarding agency participation in the preparation of the funeral or services and any involvement in the funeral services. All possible assistance will be rendered.
2. With the approval of the family, the Sheriff will assign a "Family Liaison", an "Agency Liaison" and a "Benefits Coordinator".

I. Family Liaison - The selection of a "Family Liaison" is a critical assignment. An attempt should be made to assign someone who enjoyed a close relationship with the member and his or her family. When possible, male/female "teams" should be utilized as "Family Liaisons", thus preventing bonding between the survivor(s) and member(s) during a vulnerable time in the survivor's life.

This is not a decision-making position, but a facilitator between the family and the Agency. Responsibilities of the "Family Liaison" include:

1. Ensure that the needs of the family come before the wishes of the Agency.
2. Assisting the family with funeral arrangements and making them aware of what the Agency can offer if they decide to have a law enforcement funeral. Brief the family on funeral procedure; (i.e., presenting the flag, playing of taps, firing party) if a police funeral is requested.
3. Apprise the family of information concerning the death and the continuing investigation.
4. Provide as much assistance as possible, including overseeing travel and lodging arrangements for out-of-town family members, arranging for food for the family, meeting childcare and transportation needs, etc.

5. Be available to the family, as much as possible.
 6. Determine what public safety, church, fraternal and labor organizations will provide in terms of financial assistance for out-of-town family travel, food for funeral attendees following the burial, etc.
 7. Notify “Concerns of Police Survivors” (C.O.P.S.), (573) 346-4911, if it involves a Patrol or Judicial Deputy. Members are available to provide emotional support to surviving families.
 8. Carrying a pager at all times, if available.
- J. Agency Liaison - This position will be assigned to the Division Commander because of the need to effectively coordinate resources throughout the Agency.

Responsibilities of the “Agency Liaison” include:

1. Work closely with the “Family Liaison” to ensure that the needs of the family are fulfilled.
2. Meet with the following persons to coordinate funeral activities and establish an itinerary:
 - a. Sheriff and Chief Deputy
 - b. Funeral Director
 - c. Family Priest or Minister
 - d. Cemetery Director
 - e. Honor Guard
3. Direct the funeral activities of the Agency and visiting police departments according to the wishes of the family.
4. Issuing a teletype message to include the following:
 - a. Name of deceased
 - b. Date and time of death

- c. Circumstances surrounding the death
 - d. Funeral arrangements (state if service will be private or a police funeral)
 - e. Uniform to be worn
 - f. Expressions of sympathy in lieu of flowers
 - g. Contact person and telephone number for visiting departments to call to indicate their desire to attend or to obtain further information.
5. Assist in making the necessary accommodations for food, lodging, etc.
 6. Establish a Command Center, if necessary, to coordinate information and response to the tragedy.
 7. Implement the policy for the wearing of badge shrouds and use of patrol vehicle memorial sashes.
 8. Obtain an American flag, if the family wishes a flag presentation by the Sheriff and notify the Sheriff of their wishes.
 9. Determine if the family desires a burial in uniform and selecting a member to obtain a uniform and all accouterments, (except weapons), and deliver them to the funeral home.
 10. Assign members for usher duty at the church or funeral home.
 11. Arrange for the delivery of the member's personal belongings to the family.
 12. Brief the Sheriff, and staff concerning all funeral arrangements.
 13. Ensure the surviving spouse, children and parents are afforded recognition and that proper placement is arranged for them during the funeral and procession.
 14. Arrange for medical assistance for the family, if necessary.
 15. Coordinate traffic management with other jurisdictions during the

viewing, funeral and procession, and arrange for a tow truck to be available along with the procession route.

16. Assign a member to remain at the family home during the viewing and funeral.
 17. Maintain a roster of all Departments sending personnel to the funeral, including:
 - a. Name and address of responding agencies
 - b. Name of the Chief, Sheriff, or Commanding Officer
 - c. Number of officers attending
 - d. Number of officers attending the reception after the funeral
 - e. Number of vehicles
 18. Acknowledge visiting and assisting departments whenever possible.
 19. Arranging for routine residence checks of the survivor's home by the Patrol Division for six to eight weeks following the funeral. This service is necessary since the survivors may be spending time away from the home dealing with legal matters.
- K. Benefits Coordinator - The "Benefits Coordinator" will gather information on benefits and funeral payments available to the family. The "Benefits Coordinator" has the Agency's full support to fulfill this responsibility to the injured officer or their survivors and is completely responsible for filing the appropriate benefit paperwork and following through with the officer or family to ensure that these benefits are being received.

The "Benefits Coordinator" is responsible for:

1. Filing Worker's Compensation claims and related paperwork.
2. Contacting the appropriate Human Resources offices to ensure that the beneficiary receives death and retirement benefits, the member's remaining paychecks and payment for remaining annual and compensatory time.
3. Preparing and submitting the application packet for the Public Safety

Officers Benefits Act.

4. Setting up any special trust funds or educational funds.
5. Notifying police organizations such as HEROS, Inc., the Fraternal Order of Police, etc. of the death and ensuring that any and all entitlements are paid to the beneficiary. These agencies may also offer legal and financial counseling to the family at no cost.
6. Preparing a printout of the various benefits or funeral payments that are due to the injured officer or family, listing named beneficiaries and contacts at various benefits offices, and when they can expect to receive payment.
7. Meeting with the surviving family a few days after the funeral to discuss the benefits they will receive. A copy of the prepared printout and any other related paperwork should be given to the family at this time.
 - a. If there are surviving children from a former marriage, the guardian of those children should also receive a printout of what benefits the children may be receive.
 - b. Attention should be given to the revocation of health care benefits. Many providers allow a 30-day grace period before canceling or imposing monthly payments upon survivors.
8. Meeting again with the injured officer or family in about six months to ensure they are receiving benefits.

L. Continued Support for the Family

Members of the Agency must remain sensitive to the needs of the survivors long after the member's death. The grief process has no timetable.

1. More than half of the surviving spouses can be expected to develop a posttraumatic stress reaction to the tragedy.
2. Survivors should continue to feel a part of the "police family". They should be invited to Agency activities to ensure continued contact.
3. Members of the Agency are encouraged to keep in touch with the family. Close friends, co-workers and officials should arrange with the family to

visit the home from time to time so long as the family expresses a desire to have these contacts continue.

4. The Sheriff should observe the member's death date with a short note to the family, flowers on the grave and/or wreath placement at the National Law Enforcement Officers Memorial, if possible.
5. Holidays may be especially difficult for the family, particularly if small children are involved. Increased contact with the survivors and additional support is important at these times.

- M. Family Liaison - The "Family Liaison" will act as a long-term liaison with the surviving family to ensure that close contact is maintained between the Agency and the survivors and that their needs are met for as long as they feel the need for support.

If no court proceedings surround the circumstances of the member's death, the "Family Liaison" will relay all details of the incident to the family at the earliest opportunity.

If criminal violations surround the injury or death, the "Family Liaison", will:

1. Inform the officer or family of all new developments prior to a press release.
2. Keep the officer or family apprised of legal proceedings.
3. Introduce the family to the victims' assistance specialists of the State's Attorney's Office.
4. Encourage the family to attend the trial and accompany them whenever possible.
5. Arrange for investigators to meet with the family at the earliest opportunity following the trial to answer all their questions.

- N. FUNERAL PROTOCOL - General Funeral Procedures

1. All members will maintain an excellent personal appearance. Uniforms and equipment must be in outstanding condition.

- a. Personnel shall wear their Class A Uniform if one was issued to them. Otherwise, they shall wear their Class B uniform.
- b. Members of the Honor Guard and pallbearers will wear white gloves in addition to their Class A Uniform.
- c. A black sash will be worn across the badge.

2. Funeral Services

- a. Members who attend the funeral services will report to a pre-designated assembly point away from the place of services for inspection and briefing.
- b. From the assembly point, members will march to the place of service, timing their arrival to permit immediate entry.
- c. Upon entering the building, members will remove their uniform hats; place them under their left arm, hat brim/badge forward, and move in an orderly manner to the place reserved for them.
- d. Members will remain standing until all members are in their places and the command "SEATS" is given.
- e. Members will sit with their hats upright in their laps, brims/badges facing forward, maintaining a military bearing throughout the service.
- f. At the end of the service, members, upon receiving the command, "RISE", will rise in unison and place their hats under their left arm, brims/badges facing forward, preparatory to filing past the casket. They will hold their hats in this position until they have passed the casket and arrived outside.
- g. Upon leaving the building, members will replace their hats and assemble in formation at right angles to the hearse.
 - 1) Two ranks will be formed facing each other, leaving an aisle through which pallbearers and casket may pass.
 - 2) Members will be formed by height. They will normally be dressed at extended intervals but may be dressed at close intervals if space is limited.

- 3) While waiting in formation, members will stand at parade rest.
 - h. When the casket comes into view, the formation will be called to attention. The next command will be "PRESENT ARMS". All members salute and hold this salute until the casket is placed in the hearse. At this time, the command, "READY, FRONT", will be given and members will return their hands to their sides.
 - i. After the doors of the hearse is closed, the command "FIRST RANK (passenger side of hearse) - RIGHT FACE" and "SECOND RANK (driver's side of hearse) - LEFT FACE" is given so that the two columns are facing the hearse.
 - j. The Commander will then dismiss the formation with the command, "DISMISSED". The members will break ranks and leave in a quiet and orderly manner.
 - k. Members will then take their assigned places in the motorcade and proceed to the cemetery.
3. Gravesite Services
- a. Members will report to the places that have been reserved for them immediately upon arrival at the gravesite. If indoors, members will remove their hats and hold them under their left arm, brims/badges facing forward. All members will sit with hats in laps, maintaining a military bearing throughout the services. If services are held outdoors, members will wear their hats.
 - b. Just prior to the 21-gun salute and taps, the command "RISE" will be given. Members will stand at attention facing the firing team or bugler. When the 21-gun salute and taps have concluded, the command "DISMISSED" will be given. Members will then break ranks and return to their assigned vehicles.
4. Honors Accorded
- a. Any Washington County Sheriff's Office deputy who dies in the line of duty will be accorded full honors if requested by the survivors. This will include the casket watch during viewing,

honor guard, pallbearers, firing squad, taps, military flag fold and presentation, and motor escort.

- b. The Honor Guard commander is responsible for coordinating and directing the activities of the Honor Guard, casket watch, pallbearers, firing squad, bugler, and flag presentation.

- c. Casket Watch

- 1. The casket watch is usually comprised of officers from the Honor Guard. However, volunteers may stand watch at the discretion of the Honor Guard Commander. Officers who are assigned to the casket watch must present an excellent uniform appearance and conform to all current grooming regulations.
 - 2. The dress uniform, including hat, blouse, and white gloves, will be worn for the casket watch. The watch will be divided into shifts with two officers standing 15 minutes at a time.
 - 3. If the family wishes, an informal watch can take place after the viewing has been concluded for the day.
 - 4. The casket watch moves in slow cadence. This includes marching, movements and saluting. The official will post the watch and the officers will position themselves at or near the head and feet of the deceased officer.

- d. Honor Guard

- 1. Members of the Honor Guard will assemble at a location near the service (church, funeral home, or cemetery) for inspection by the Honor Guard Commander.
 - 2. Commands will be executed by the Honor Guard Commander.

- e. Pallbearers

- 1. If pallbearers are requested by the family, they will be selected by the Honor Guard Commander, with approval of

the family, unless the deceased member designated pallbearers in his or her Funeral Diary.

2. Pallbearers will be under the direction of the Honor Guard Commander. They will report to the funeral home as directed for instructions and seating arrangements.

O. Procedural Variation

The procedures outlined in this Order shall be followed in most cases. Any changes made necessary by a shortage of manpower, the unusual size of the funeral, the type of service, the physical arrangement of the place of service or for any other reason shall be made by the Sheriff, or his designate.

Any additional honors to be accorded to deceased members or employees of the Sheriff's Office or to deceased members of other law enforcement agencies shall be at the discretion of the Sheriff.

