



Firefighter LODD Response Plan

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LINE OF DUTY DEATH INTRODUCTION

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

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

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

The plan assigns responsibility to individuals and teams for the:

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

Since this catastrophic event could take place at any time, the Chief and Command Staff Officers (Assistant Chiefs and Battalion Chiefs) should carry the plan in their Department vehicles. An Assistant Chief or Battalion Chief may need to initiate the plan if the Chief is unavailable.

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

Once the Planning Group Manager (Command Staff Officer) is designated by the Chief, that person should obtain the Line of Duty Death container. (This is kept by the Chief's Administrative Assistant.) The container houses the following notebooks, which comprise the detailed lists of responsibilities for each ICS position within this structure.

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

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

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

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

All of us desire that this plan will never be implemented, but preplanning for the event is prudent.

CHIEF'S RESPONSIBILITY

Upon the death of any first responder the Chief or Acting Chief should immediately be notified. In the case of a Line of Duty Death, it is imperative that this communication is made without delay.

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

Upon the receipt of this tragic news the Chief or Acting Chief (if the Chief is unavailable) should coordinate the following:

1. Order Department notifications
 - a. Command Staff
 - b. PIO's
2. Contact and advise the Mayor of all pertinent information and that the Department is implementing the "Line Of Duty Death Contingency Plan".
 - a. Assemble the Notification Team
 - i. Chief (if possible) or representative
 - ii. Family Liaison Officer (select the individual)
 - iii. A friend of the first responder or of the family or close civilian family friend
 - b. Make surviving family notification (See "Notification of Next of Kin" information in next section.)
 - c. Set up a Command Staff Meeting to commence upon the completion of the notification process.
3. If possible and the scene allows, the Officer in Charge should relieve the immediate coworkers (those in immediate proximity or those responsible for attempted rescue and removal of the deceased) from the scene to return to the station. On scene rehab and isolation may prove to be a better solution initially
4. Command Staff Meeting
 - a. Appoint the Planning Group Manager to coordinate all ceremonial services and issue the Line of Duty Death container that holds the notebooks comprising the detailed responsibilities of this function.
 - b. Appoint the Death Investigation Leader and issue the notebook comprising the detailed responsibilities of this function.

Verify that the necessary Critical Incident Stress Management (CISM) is in progress.
Discuss all pertinent issues.

For detailed information on making the Next of Kin Notification please refer to the next section.

Death of a Member, other than in the Live of Duty

When any member of the department learns of the death of an active or retired member of the Fire Department, notification should be given to the Chief.

As soon as possible, the Chief should make a personal visit to the immediate family offering any service the department can render.

The Funeral Contingency Plan will be implemented as indicated.

NEXT OF KIN NOTIFICATION

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

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

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

1. The Chief if possible. However, if unavailable, the highest ranking available Officer (DC).
2. Family Liaison Officer (selected by the Chief from a list of qualified individuals that is held at the Alarm Office).
3. A firefighter friend of the family or close civilian family friend.

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

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

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

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

Steps to be taken at the residence:

1. It may become necessary to have paramedics standby if the people receiving the news are medically vulnerable. If this is done, have the apparatus standby near the residence, but not in view.
2. At the door identify yourself and ask to come in. (Notification should take place in a private setting.)
3. When inside, ensure you are notifying the right person.
4. Get people in a comfortable or relaxed setting: the most important function of the person making the notification is to put all of the known basic facts into one sentence and tell them.
5. Make sure your message is absolutely clear and direct.
6. Begin with, "I have very bad news" or "I'm very sorry to tell you".
7. Let them know how it happened, "Your husband died responding to a fire," or "Bob was killed in a car accident while doing a vehicle pursuit."
8. Allow the family to express their emotions. Do not try to talk them out of

- their grief.
9. This is a very sad time. Do not mask your own grief.
 10. Provide only the facts you know, never speculate. If you cannot answer a question, find out the correct answer.
 11. Phrases or words to avoid:
 - a. "I know how you feel."
 - b. "It was God's will."
 - c. "Life will go on."
 - d. "He would have wanted to go this way."
 - e. "Be brave."
 - f. "Passed away."
 12. Use the victim's first name when referring to our first responder.
 13. Ask if the Department can assist by notifying immediate family members (parents, brothers, and sisters).
 14. With the permission of the next of kin, the Department can help set up a support system:
 - a. Clergy
 - b. Relatives
 - c. Friends
 15. Never leave immediately after making a notification.
 16. Do not leave people without a support system. Wait for others to arrive.
 17. Do not take the victim's personal items with you.
 18. Ask the survivor(s) if they wish to see the deceased first responder, even if the body is badly disfigured. People often have a need to see, touch and hold the deceased, otherwise they may be in denial. This is often very helpful in the family's grief process. It gives a sense of finality. If family members wish to see the first responder, arrangements need to be made rapidly for the viewing. Sensitivity to the family is very important. Provide the best possible environment and avoid delays that heighten the family's anxiety.
 19. Offer to transport the family to the location of the first responder, and help prepare them for what they will see.
 20. Do not let them drive.
 21. If you transport the family, turn off your radio and/or advise dispatch that you are transporting the relatives and, if possible, switch to an alternate channel, or communicate by cell phone.
 22. If the Department's Family Liaison Officer is not present at the notification, the family should be given the name prior to the team departing. Write down his or her telephone and pager numbers. If possible, this person should already be known by the family.
 23. Have one member of the Department stay with the family, unless the family declines.
 24. Advise the family that the Family Liaison Officer will contact them to assist with the necessary arrangements.
 25. Ask if the Department can pick up any children who may be away at this time.
 26. Advise the family of possible media calls. Unwanted media exposure will only add to the difficulty of this tragedy. Suggest that a friend of the family

- screens their incoming calls.
27. Assure the family that their wishes are the Department's number one concern.
 28. Advise the family that an autopsy is required by law.
 29. Ensure that the family understands that they do not have to make any immediate decisions regarding services, mortuary, wills, etc.
 30. Before leaving the residence, try to set a time for a Family Planning Meeting. There are decisions that will need to be made by the family that will shape the planning process. This meeting should take place within the first 24 hours

DEPARTMENTAL NOTIFICATION

Equally important is the notification of your departmental personnel. In the event of death or serious injury to a member of the department, it will be very important to quickly distribute as much information as possible.

Depending on the nature of the incident, a department liaison (possibly the PIO) will be assigned. If this is an additional person(s) to the PIO, they will be working closely together to ensure an efficient and accurate report is circulated.

1. It will be the Chief, or his designee, responsibility to notify the appropriate city officials
2. The Command/Administrative Staff, to include Battalion Chiefs, which are not assigned to the "Next of Kin Notification Team" will assemble to prepare for departmental notifications. If this is an ongoing incident, manpower for notification may be limited. Fire, Building & Safety as well as non-uniformed administrative staff can also be of assistance
3. Once initial information is gathered, the team will split up to begin notifications. One staff member will go to each station (if possible), and serve as that station's liaison and Communications Officer. The on duty station Captain can also serve in this capacity. The Communications Officer (Comm. Officer) will inform the station of what has transpired and explain the remainder of the notification process
4. On duty personnel should call their family, **without delay**, to ensure that they are safe. This is especially important with an ongoing incident. Be cautious of saying too much early on to allow for proper notification of next of kin
5. It then becomes the responsibility of the on duty personnel, with the help of the Communications Officer, to begin telephoning off duty personnel to inform them of the incident.
6. In addition to the assigned station personnel, it is important to make arrangements to notify personnel who may be off duty and not assigned to a station. This could include personnel on vacation, shift swap, sick leave or other leave
7. The only exception to the above process would be the station directly involved in the incident. (i.e. the station that the injured or deceased member(s) was assigned to at the time of the incident) Station notifications for on and off duty personnel at the affected station will be handled by the Communications Officer with the help of additional personnel from the command and administrative staff
8. It is vital to maintain continuous communication between the family liaison officer, hospital liaison, and department liaison with the department liaison keeping the Communication Officer updated. This will help to keep information accurate and up to date
9. The importance of Departmental Notification can not be overemphasized. A death or serious injury is a true test of a department's grit and cohesion and open lines of communication will aid in everyone's ability to deal with this tragedy

HOSPITAL LIAISON (if applicable)

In the instance of a member being transported to the hospital, one individual should be appointed as a hospital liaison and report directly to the hospital. It is possible that a department could have more than one employee injured or killed, and the victims could go to different facilities. This would require the assignment of a liaison for each facility.

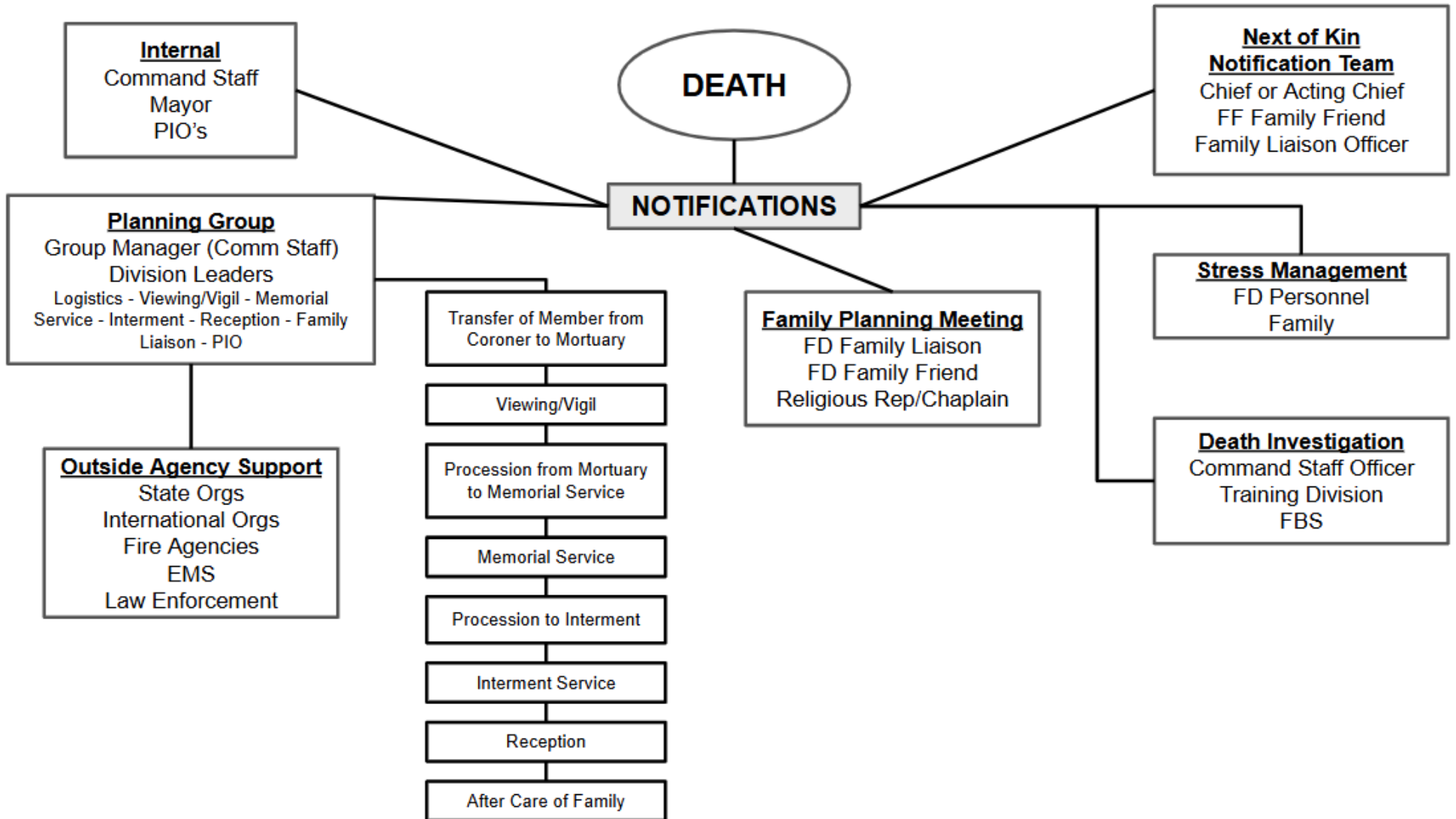
When possible, the hospital liaison should be accompanied by a department honor guard member or uniformed member to assist and stand vigil.

The hospital liaison must maintain communication with the department liaison/PIO, family liaison officer and incident commander (if it is an ongoing incident). Other responsibilities include, but are not limited to:

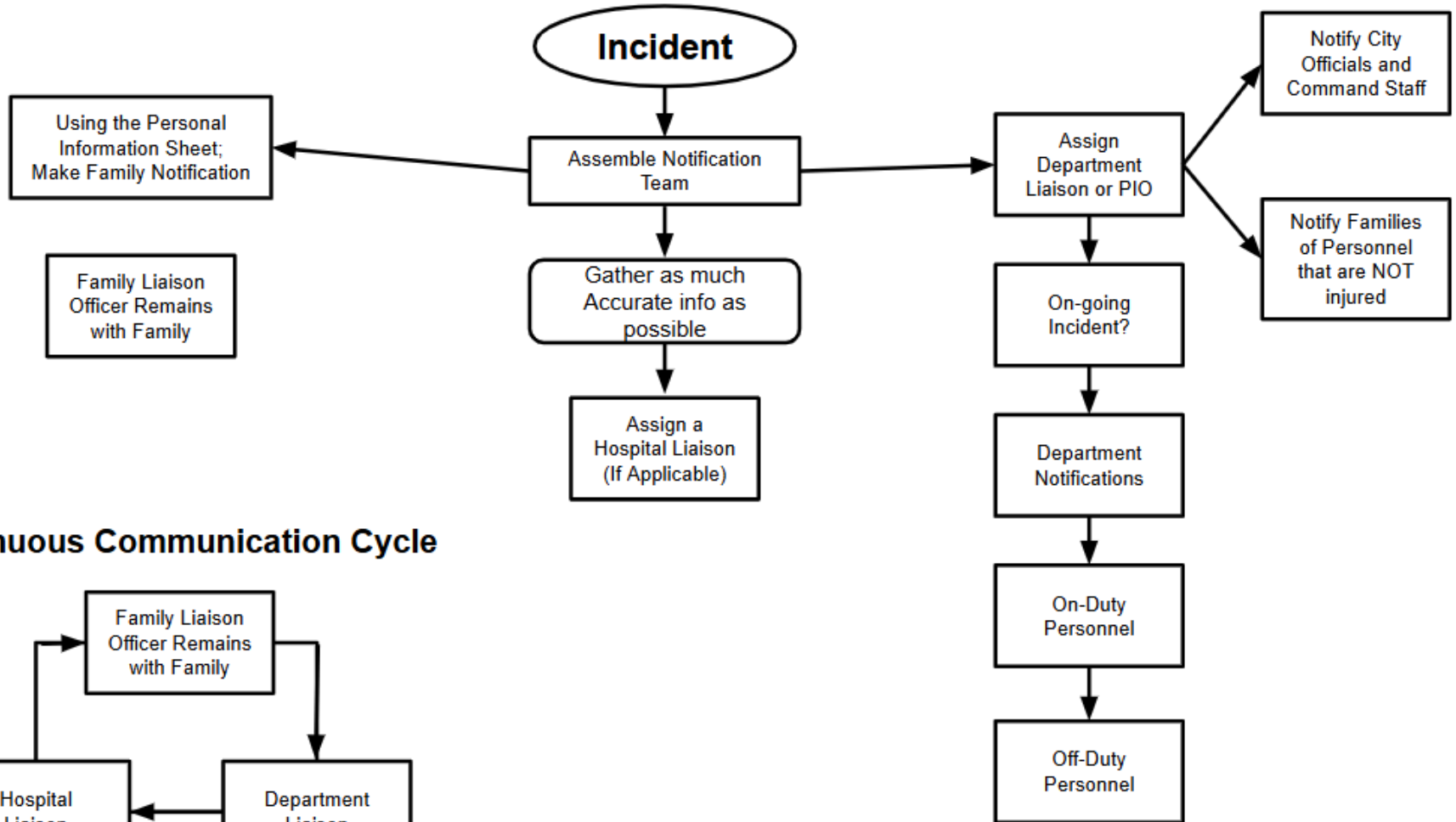
1. Establish a press staging area and insure that no sensitive information is released to the media
2. Collect all personal articles for safekeeping until the family arrives
3. Shelter, comfort and help to inform the family with any and all resources. Arrange with hospital staff to provide an appropriate waiting area. A separate area may need to be designated for fellow firefighters and non-family members
4. Offer the department's assistance in any capacity possible. This could include notifying friends and other family members, picking up other family members or just running necessary errands (pet care, food, convenience items)
5. **NEVER** leave the family alone. Should they request some quiet time or space, the liaison should comply. Then inform the family of where they will be (not far) and how to contact them. It may be necessary to remain at the hospital for several hours, or days, so the liaison may need to be relieved by another member
6. The honor guard, or uniformed member, standing vigil should remain at the facility for the duration of the stay, or until it is agreed on by the family that they are no longer needed. As with all other interactions, the wishes of the family are paramount
7. If death occurs, the liaison will request that blood gasses be drawn as soon as possible. The toxicological study must contain specific levels of carbon monoxide expressed in an exact percent (as opposed to "CO present" or "trace of CO"). If local labs are unable to get accurate carbon monoxide levels below 10%, contact the Department of Justice and they will run the tests

Note: If a member is admitted to the hospital with injuries sustained on duty, the request for blood gases should be made immediately. This is critical whether or not coronary involvement is known at the time of admission. Results may be inconclusive if the individual has been hospitalized for several days and under heavy medication; thus negating eligibility for coverage under LOPFI Member Benefits

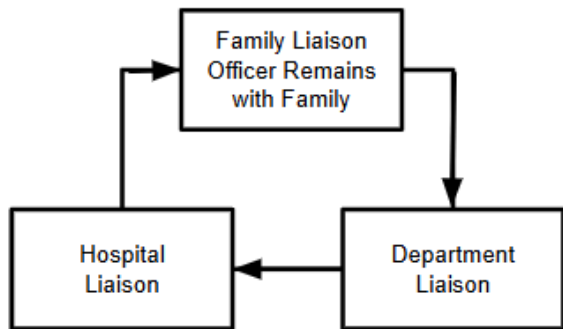
LINE OF DUTY DEATH FLOWCHART



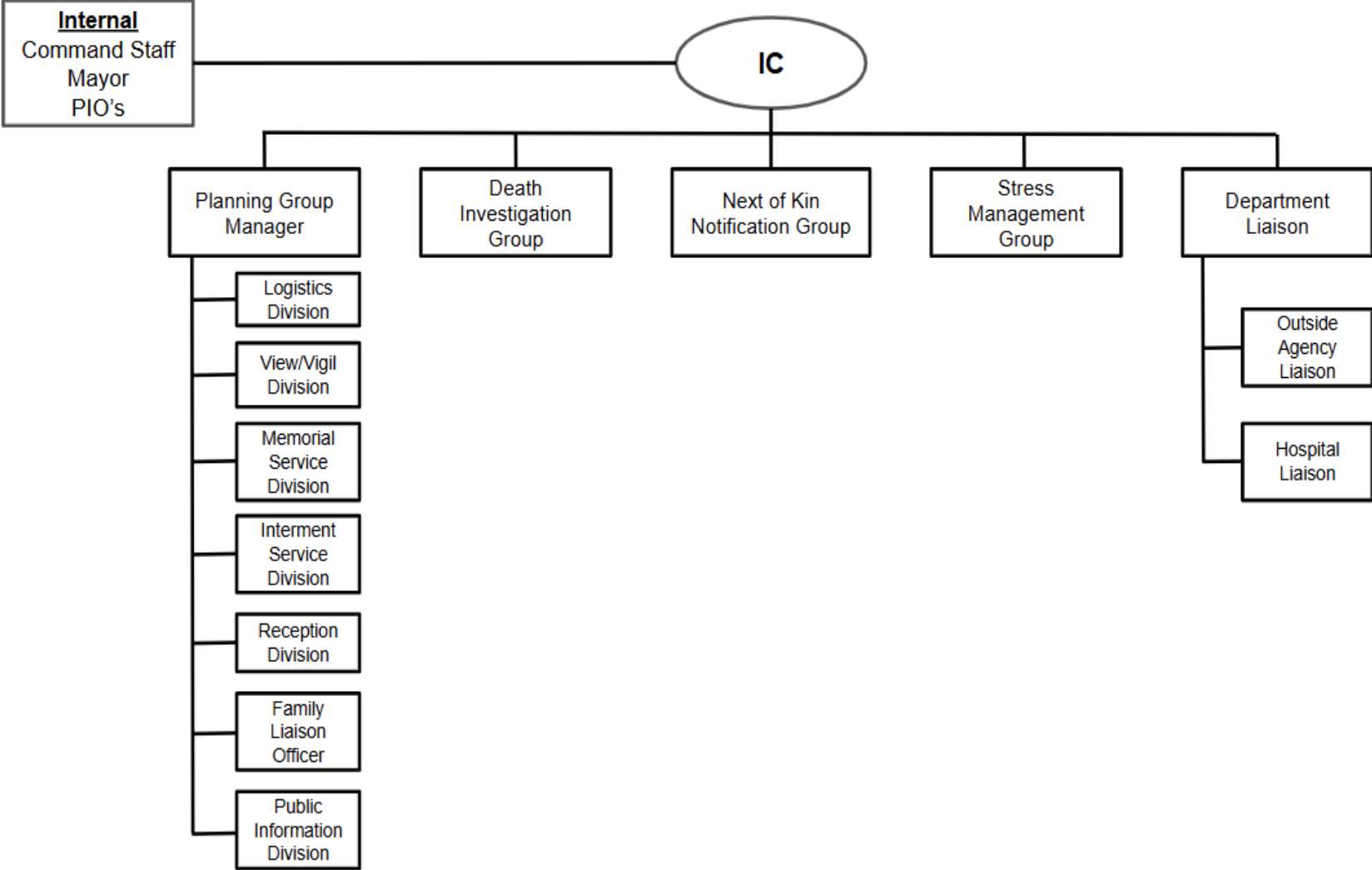
Department Death Notification Flow Chart



Continuous Communication Cycle



LINE OF DUTY DEATH COMMAND STRUCTURE



DEATH INVESTIGATION (For Fire)

In the event of a line of duty death or serious injury to one of our firefighters, our Department must take immediate steps to ensure that the incident is accurately documented and investigated. This action is conducted to protect the interests of the deceased, the surviving family, and our Department. It is also a mandate of State and Federal law.

Objectives

1. The most important objective of any line-of-duty-death investigation is to prevent the same situation from occurring again, including;
 - a. Identifying inadequacies involving apparatus, equipment, protective clothing, standard operating procedures, supervision, training, or performance.
 - b. Identifying situations that involve unacceptable risk.
 - c. Identifying previously unknown or unanticipated hazards.
 - d. Identifying actions that must be taken to address problems or situations that are discovered.
2. Ensure lessons learned from the investigation are effectively communicated to prevent future occurrences
3. Satisfy the requirement of LOPFI Program and Benefits
4. To identify potential areas of negligence and causal factors that could result in criminal prosecution or civil litigation
5. To ensure that the incident and all related events are fully documented and evidence is preserved to provide for additional investigation or legal actions at a later date
6. To provide factual information to assist those involved who are trying to understand the events experienced
7. To provide the information to other individuals and organizations that are involved in the cause of fire service occupational safety and health

Complicating factors:

The investigation team may be placed in the uncomfortable position of investigating the actions of friends, co-workers, and superior officers. There may be pressure to find a particular individual or one isolated act or omission responsible for the fatal or near fatal incident. Conversely, there may also be a desire to absolve an individual of responsibility or to protect the reputation of your Department. Emotional reactions are natural when a fatality occurs and they can be magnified when accusations are made or when an individual feels personal responsibility.

A report based on factual information will stand on its own merit. Facts, conclusions, and recommendations shall be well supported. Accusations of negligent acts and determinations of personal responsibility of liability are beyond the scope of a fact-finding report. If the report presents facts that lead to a conclusion of this nature, it is up to administrative, regulatory, or legal bodies to initiate appropriate actions.

There will be times when significant facts cannot be determined with certainty. The actions of the victim may have been based upon circumstances that only the victim could describe

Investigation Process:

To accomplish this, there will be an Incident Investigation Team pre-designated for use in these types of emergencies. The team shall be made up of:

1. Command Staff Officer (Deputy or Assistant Chief)
2. An Operations BC
3. Training Battalion Chief
4. Captain - Fire Investigation Unit
5. Chair Safety Committee
6. City Safety Officer

The activation of the team should be called by the Chief or Acting Chief. The team should then meet at the site as soon as possible.

The initial collection of facts, preservation of evidence, and the appropriate agency notifications shall be the responsibility of the Incident Commander until the time the team can take over.

The following is a list of items that should be addressed:

1. Immediate Action
 - a. Secure the Scene. No unnecessary disturbing of the scene should take place. Remove all non essential personnel
 - b. Impound and weigh all safety equipment that was used by the deceased. This should include SCBA, Radio, Turnout Gear, Helmet, and gloves. These items need to be sent for testing. It is important to document how and where all the equipment was found, the condition of the equipment, and any damages. (Was the radio on?; Remaining Pressure in SCBA?; Protective equipment worn?)
 - c. Have a video and still picture records made of the site
 - d. A detailed drawing of the scene to include vehicle locations, equipment, and hose line placement, and the position and location of the body.
 - e. Document the weather conditions at the time of the incident
2. Secondary Action
 - a. Submit Reporting Package to IAFF, refer to template included for details
 - b. Arrange for an autopsy should one be required or requested.
 - c. Obtain audiotapes of the incident
 - d. Request written transcripts with times of radio transmissions
 - e. Impound all written forms (fire report, casualty report, and EMS report) used in the incident
 - f. Ensure all necessary notifications have been made. This could include but is not limited to : OSHA, FEMA, U.S. Fire Administration, NIOSH, ATF, State Fire Marshal's Office, Workers Compensation Board, and NERIS

- g. Obtain written statements from all directly involved individuals. It is preferred that these statements be completed prior to the release of the members at the end of the shift. If this is impracticable, the statements should be provided within twenty-four hours. These statements are confidential and are not to be reviewed by any individual, including Supervisors. These documents are to be sealed and turned over to the Incident Investigation Team.
- h. Review all chronological reports
- i. Review all written statements
- j. Setup interview teams for all companies on the scene
- k. Interview all individuals on the scene (audio and/or video recording)
- l. Reconstruct the scene from the statements
- m. Have diagrams and designs of fire scene for interviews
- n. Review autopsy report
- o. Write the final report

PLANNING GROUP MANAGER

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

A Command Staff Officer (Deputy or Assistant) will be designated by the Chief, or Acting Chief, and will lead the Planning Group as the Planning Group Manager. This Manager will be appointed as quickly as possible and have overall responsibility and control of coordinating all activities involving the planning and execution of the plans that provide an appropriate memorial service for our fallen first responder.

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

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

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

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

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

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

in a full honors funeral.

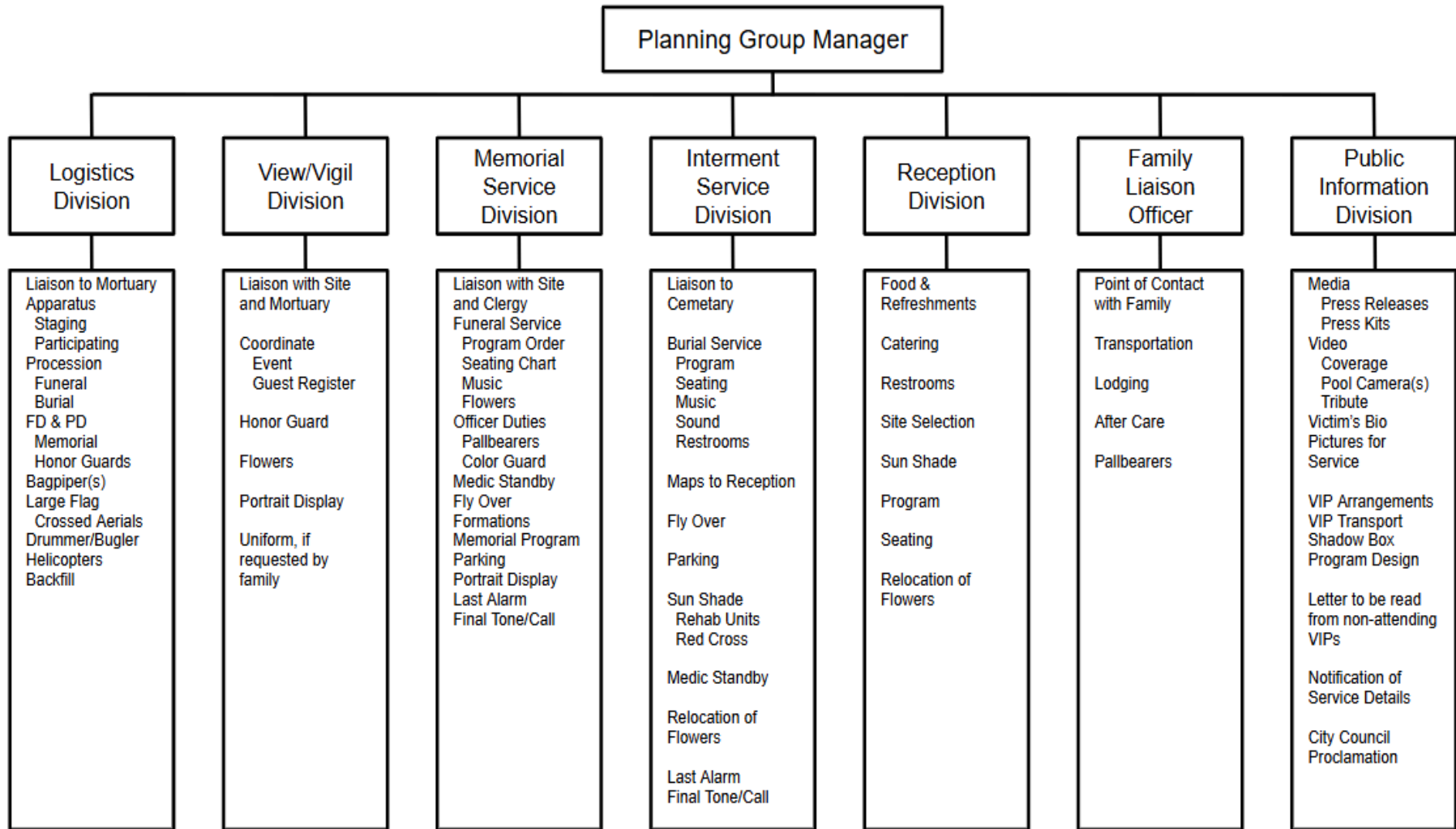
9. Remember there is planning support available from other agencies.
 - a. Unions
 - 1) Local
 - 2) State
 - 3) International
 - b. Police/Fire/EMS
 - c. Other major agencies

See the Planning Group Organizational Chart on the next page.

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

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

Department Death Planning Group Organizational Chart



LOGISTICS GROUP

The Logistics Group is established to manage specific areas of responsibility as outlined in this document in response to a Line of Duty Death. The Logistics Group Leader shall report directly to the Planning Group Manager. The Logistics Group Leader will need to appoint competent staff members to assist with the Group's responsibilities which are far reaching.

This Leader is responsible for the following:

1. Arrange for the deceased's transport from Coroner to mortuary (possible FD ambulance).
2. Designate and coordinate the use of all apparatus for events:
 - a. Apparatus to be used as caisson.
 - b. Apparatus to be used as a flower car (if necessary).
 - c. City/County units in processions
 - d. Outside agency vehicles
 - e. VIP transport:
 - 1) Surviving family
 - 2) Politicians
 - 3) Union officials
 - 4) City management
 - 5) Clergy
 - f. Antique Apparatus
3. Designate apparatus order for all processions.
4. Designate route of procession:
 - a. If possible, the procession should proceed past the deceased's station and as many stations as possible.
 - b. If possible, the procession should go through downtown to allow the public to be involved in the ceremony.
 - c. Mortuary to service.
 - d. Visiting apparatus meeting with caisson and the procession to service site.
 - e. Service site to burial.
 - f. NO SIRENS will be activated during any procession.
 - g. Apparatus should have emergency lights activated during any procession
5. Department apparatus static displays:
 - a. Department apparatus at Funeral Home (assigned apparatus of the deceased if practical)
 - b. In-service apparatus standing by on procession routes.
 - c. Ladder trucks for ladder bridges with large flags.
6. Coordinate with the Planning Manager if mutual aid will be needed to fill stations.
7. Liaison with PD:
 - a. Motorcycle escort
 - b. Street closures along route
 - c. Rifle team for 21-gun salute (if necessary)

8. Organize staging areas:
 - a. Locations :
 - 1) Mortuary staging area (officer needed):
 - a) Liaison with mortuary
 - b) Organizes agency apparatus
 - c) Obtains casket roller if FD apparatus will be used as caisson
 - 2) Outside Agency Apparatus Staging Area (officer needed, possibility of over 100+ vehicles to control)
 - b. Need to provide:
 - 1) Restrooms
 - 2) Refreshments
 - 3) Food
9. Obtain services of a bagpiper
10. Obtain one or two buglers (they may need to be amplified)
11. Obtain the services of a drummer, if desired
12. Obtain adequate white gloves for Command Staff, pallbearers, and color guard
13. Obtain black bands for badges
14. Design all necessary maps
15. Obtain helmet and turnout that will accompany casket
16. Select eight pallbearers and a leader. Coordinate with Family Liaison Officer for family preferences
17. Coordinate the color guards
18. Issue a directive that specifies uniform to be worn
19. Arrange for helicopter fly over if desired (coordinate with service group leaders)
20. If there are injured first responders who wish to attend any service, provide for their transportation
21. Coordinate water displays from fireboats (if necessary)

VIEWING/VIGIL GROUP

The Viewing/Vigil Division will be established if service is desired by the family(s). The Viewing/Vigil Leader will report to the Planning Group Manager.

Necessary information the Division needs is:

1. Service date (usually one to two days prior to Memorial) _____
2. Location _____
3. Time _____

The duties and responsibilities of this Leader are:

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

Honor Guards' Names _____

Other considerations:

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

MEMORIAL SERVICE DIVISION

Memorial Service Division is responsible for planning and coordinating any and all arrangements for this main service for a Line of Duty Death. The Division Leader will report directly to the Planning Group Leader. For proper planning to commence, it is very important that the following information be submitted to the Division, from the Planning Group Manager and Family Liaison Officer, as soon as possible.

Necessary information includes the following:

1. Date _____
2. Location _____
1. Time _____
2. Level Agency involvement
3. Open or closed service to public and outside agencies
4. Open or closed casket
5. Preferred music _____
6. Preferred speakers
7. Will a bagpiper be used? Yes _____ No _____
8. Will the last alarm tradition be used? Yes _____ No _____

Outline of Division's responsibilities:

1. Ensure the facility is large enough to handle anticipated large numbers. You may have to plan for overflow.
2. Coordinate with:
 - a. Logistics - arrival and departure from service
 - b. Religious Leaders - program content
3. Design order of program. This service should last no more than one hour and forty minutes. Coordinate with the Planning Group Leader on starting time of the service.

Design seating plan - If indoors determine capacity and obtain a floor plan drawing.

- a. Family area
- b. VIP's
 - 1) Politicos
 - 2) City management
 - 3) Union (local, state, and national)
 - 4) Command Officers
 - 5) Chief Officers' visitors
- c. Agency personnel
- d. Civilian friends
- e. Visiting departments (possibly in blocks)
- f. Recruit academies
- g. Retired Chiefs

5. Coordinate music:
 - a. Family requests
 - b. Other
 - c. Flow music is to be performed
 - 1) Choir
 - 2) Soloists (very impressive if possible)
 - 3) Recording
 - 4) Orchestra
 - 5) Small group (instrumental)
6. Adequacy of PA system
7. If outdoors, there are special needs:
 - a. PA system
 - b. Tent
 - c. Chairs
 - d. Restrooms
 - e. Water
 - f. Stage
 - g. Power
 - h. Shade
8. Coordination with pallbearers. The designation of individual pallbearers will be the responsibility of the Logistics Group.
9. Conduct any rehearsals deemed necessary.
10. There should be ALS and BLS ambulances standing by.
11. Coordinate program - Advise Family Liaison, who will keep the family informed.
 - a. Content
 - b. Order
 - c. Number of speakers
12. Eulogy presenter - Should be strong, and well prepared.
13. Need a shadow box (PIO Group to provide) to present with:
 - a. Badge
 - b. Patches
 - c. Hat hardware
 - d. Picture (PIO's to provide)
14. Select the ushers to be used and tasks for them to carry out.
15. Agency Chaplain.
16. Room for family.
17. Room for honor guard.
18. Last Alarm ceremony.
19. Parking requirements.
20. Coordinate with PIO's on the printed program for service.
21. Coordinate with the PIO group on an appropriate video presentation:
 - a. interviews with friends, supervisors
 - b. any pre-existing video of firefighter
 - c. Department video clips
22. Memorial program distribution.
23. Parking
24. Portrait Display

POSSIBLE ORDER OF SERVICE

1. Invocation
2. Prayer
3. Opening remarks/greetings
4. Special music
5. Scripture reading/minister's remarks
6. Speakers
 - a) Mayor
 - b) Council member whose district accident occurred
 - c) Any State or Federal politicians
 - d) Family representative(s)
 - e) Union representative
 - f) Agency representative's friend(s)
7. Eulogy-Chief
8. Special music
9. Presentations
10. Closing remarks/prayer
11. Last Alarm Ceremony
12. Bagpipes
13. Dismissal instructions

SUGGESTED LAST ALARM CEREMONY (For Firefighters)

Chaplain or Department member reads or recites:

Throughout most of history, the life of a firefighter has been closely associated with the ringing of a bell. As he/she began his hours of duty, it was the bell that started it off.

Through the day and night, each alarm was sounded by a bell, which called him to fight fire and to place his life in jeopardy for the good of his/her fellow man. And when the fire was out, and the alarm had come to an end, the bell rang three times to signal the end.

And now our Brother/Sister _____ has completed his/her task, his/her duties are well done, and the bell rings three times, followed by a pause, three times, followed by a pause, and three time in memory of, and in tribute to his/her life and service.

- 1. Officer in charge calls firefighters to attention.**
- 2. Color Guard called to present arms.**
- 3. Bell is struck three times.**
- 4. Color Guard called to order arms.**
- 5. Firefighters seated.**

INTERMENT DIVISION

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

The interment Officer (Battalion Chief) shall report directly to the Planning Group Manager.

The graveside service normally consists of a short religious service and several first responder protocols.

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

Critical information for this Division:

1. Open or closed service to the public
2. Location
3. Time of anticipated arrival
4. Number of anticipated guests This Division is responsible for:
5. Organizing program
 - a. Content
 - b. Order
6. Providing seating for at least family and VIPs
7. Providing restrooms if deemed necessary
8. Distributing maps to reception location
9. Shade if necessary
10. Liaison with cemetery
11. Liaison with clergy
12. Coordinate flag presentation to family. This will be conducted by the pallbearer team.
13. Present badge, name tag, and patch in a case to the family.
14. Create a parking plan
15. Provide a sound system
16. Coordinate a possible fly over of aircraft (if necessary)
17. Provide electrical power
18. Provide a public address system
19. Provide and coordinate a bugler - Playing taps
20. Coordinate bagpiper
21. Coordinate 21-gun salute
22. Relocation of flowers

POSSIBLE PROGRAM FOR INTERMENT

1. Assembly
2. Officers attention, salute (command given, ready two, when casket is placed over grave)
3. Opening prayer
4. Scripture reading
5. Bagpiper
6. Committal reading, dosing prayer
7. Taps
8. Flag folding
9. Flag presentations by Chief
10. 21-gun salute
11. Fly by (if possible)
12. Attention, dismissal

RECEPTION DIVISION

The Reception Leader shall be responsible directly to the Planning Group Manager. It is the responsibility of this Division to organize and provide food and refreshments at a reception at the conclusion of the burial service. This will probably take place at a location away from the cemetery.

The responsibilities of this Division include:

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

FAMILY LIAISON OFFICER (FLO)

The Family Liaison Officer is a critical position in our Line of Duty Death organization. This Officer will be designated by the Chief or Acting Chief immediately after the death.

The Family Liaison Officer (FLO) shall:

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

This individual should be drawn from the ranks of our Critical Incident Stress Management (CISM) Team. The team should provide a list of specially trained individuals to the Alarm Office. Designated individuals should be available by pager at all times. Once assigned, the FLO will be available 24 hours a day until after the burial. The Family Liaison should be assigned an agency vehicle. He/she should also be issued communication equipment, cell phone, portable radio, and pager for the entire funeral process.

The FLO should also designate an assistant to help with this very important function. In the event of a multiple death, it will be necessary to have one liaison for each victim.

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

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

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

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

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

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

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

It is important that we first explain all options to the family regarding service types and agency involvement before any decisions are made. The FLO must be prepared to discuss all aspects of the funeral process and counsel the family in its decisions. One of the most important decisions that will need to be reached is the sight of the memorial/funeral service. Explain to the family that a traditional fire department service could bring hundreds to thousands of mourners, thus requiring a large venue. Explain that our Department is ready to organize such a large service. Let the family know that if a decision is made to proceed with a traditional line of duty service that the family will be consulted on every detail, if desired.

The FLO should explain what a traditional First Responder funeral includes:

1. Flag draped casket
2. Casket carried on apparatus
3. Agency - pallbearers (8) and color guard
4. Apparatus procession
5. Honor Guard at viewing
6. Bagpipers
7. Motorcycle escort
8. Last alarm ceremony
9. 21 gun salute
10. Ladder arch
11. Bugler playing taps
12. Eulogy and speeches by Chief, Union, Politicos

It is hoped that the family will allow the service to be conducted in city limits, but with our personnel living over such a large area, the family may want to have it in a different area.

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

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

It is important to advise the family that there will be many individuals that will come to pay their respects.

The following pages will give you a worksheet to follow as you proceed through this process.

FAMILY PLANNING CHECKLIST

1. Mortuary to be used after coroner's autopsy: (Have suggestions if no. preference)
Name _____
Address _____
Telephone # _____

2. Would the family like a formal full honors service? Explain what all this would entail.
Yes ____ No ____

3. Is there a preference? Burial _____ Cremation _____ Other _____

4. Has a cemetery plot been already purchased? Yes ____ No ____
Location _____
If no, preferred location _____

5. Will there be a Vigil/Viewing (usually one to two days prior to Memorial Service)
Location _____
Date _____
Time _____

6. Nature of Memorial Service
 - a. Religious preference if any _____
 - b. Open or closed to public, Open ____ Closed ____
 - c. Location (large area if open service. Church, Synagogue, Arena, Terrace, Theatre, outside.)
 - 1) Name _____
 - 2) Location _____
 - 3) Date _____
 - 4) Time _____
 - d. Open or closed casket, Open ____ Closed ____

7. Is there a religious requirement for burial time-frame? Yes ____ No ____
If yes, when will burial or cremation have to be completed by _____

8. Burial (graveside) service? Yes ____ No ____
 - a. Agency involved? Yes ____ No ____
 - b. Location _____

9. Ask if the family needs assistance with out-of-town family arrangements.
 - a. Transportation
 - b. Lodging

10. Ask if there are preferred pallbearers, and that eight will be needed in total. If no preference is made, assure the family that the agency will select the necessary and appropriate individuals.

Preferred Names

_____	_____
_____	_____
_____	_____
_____	_____

11. Family contact numbers

Name	Relationship	Telephone #
------	--------------	-------------

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

12. Are there preferred scriptures?

13. Is there preferred music?

14. Are there preferred speakers?

15. Obtain all articles of clothing that the deceased will wear and deliver them to the funeral director

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

17. Would the family like donations in lieu of flowers? Yes_____ No_____

If yes, to whom_____

AFTER CARE

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

The Family Liaison Officer is charged with providing the necessary assistance. This officer may need to select individuals with special expertise to assist in this function. After care may require a generous time commitment, but as details are handled the workload will diminish.

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

After care responsibilities include, but are not limited to:

1. Assisting the family(s) with the completion of all forms for benefits:
 - a. Agency
 - b. State
 - c. Federal
 - d. Insurance
 - e. Deferred Compensation
 - f. Assisting with taxes
2. Review of all bills before payment by survivors for legality, honesty, and accuracy. This should include last illness, previous debts, and funeral expenses. Some bills may be covered by insurance, or otherwise not legally due.
3. Change of titles and bank accounts
4. Grief counseling
5. Referral to the organizations that assist with survivors:
 - a. Support groups
 - b. NFFF/COPS/National EMS Memorial
 - c. Texas LODD Task Force
6. Invitations to agency functions: This is important. The family should never feel that they are not still included in our family.
7. At some point the deceased's locker will need to be cleaned out and the contents returned to the family. It is the FLO's responsibility to do this. It is advisable that the contents are screened for inappropriate material prior to sending to the family.
8. Any other needs

PUBLIC INFORMATION GROUP

The Public Information Group is established primarily to coordinate and disseminate all information regarding a Line of Duty Death. The Group Leader will report directly to the Planning Manager during the service preparation phase.

RULE NUMBER ONE - WE RELEASE NO NAMES OF INJURED OR DECEASED FIRST RESPONDER PRIOR TO THE NOTIFICATION OF NEXT OF KIN.

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

The responsibilities of the Group include:

1. The coordination and/or presentation concerning all media contacts
 - a. Interviews
 - b. News conferences
 - c. Written news releases
2. Notification of the death and pertinent information to:
 - a. City Safety Officer - who will contact OS HA
 - b. Local Union
 - c. Surrounding First Responder Agencies
 - d. ESD
 - e. Union
 - f. State Organizations
 - g. National Organizations
 - h. President
 - i. Governor
 - j. Senators - State and Federal
 - k. Representatives - State and Federal
 - l. Rapid notification to important State and Federal politicians is very important if you desire their participation. They need as much lead time as possible to adjust their schedules
3. Establish information telephone numbers for:
 - a. Recorded information
 - b. Live contact person
4. Develop a complete biography of individual(s) and recent pictures to be used:
 - a. For press
 - b. Ceremonies (collage, portraits)
5. Preparation of a press kit that will include:
 - a. Bio(s)
 - b. Pictures
 - c. Service information
 - d. Maps
6. Organization of all media coverage at any/all service(s)
 - a. Consider the use of pool coverage
 - 1) Notify local media
 - 2) Notification needs to be done ASAP

- b. Manage media viewing area at service and burial. They should not be in a position that would detract from any service in any way
 - c. Work with the media, not against them. Good coverage will help in the tribute to our fallen comrade
- 7. Preparation of printed service programs for:
 - a. Viewing
 - b. Memorial
- 8. Coordinate with someone to video section for taping of events
- 9. Manage VIP arrangements:
 - a. Airport pickup
 - b. Transport
 - c. Lodging
- 10. Coordinate with Family Liaison if the family would like any of the following:
 - a. Set up trust fund(s)
 - b. Charity donation in-lieu of flowers
- 11. Maintain complete phone logs to avoid duplication
- 12. Collect appropriate photos.
- 13. Have a shadow box constructed for display at any/or all services. It should contain:
 - a. Badge
 - b. Hat hardware
 - c. Patches
 - d. Photo
- 14. Have a video segment prepared, if appropriate, for memorial
 - a. Friends
 - b. Supervisors
 - c. Pre-existing video
- 15. If additional PIO assistance is necessary, contact the Police Department for their assistance
- 16. Request letters from top political people who are unable to attend. These can be read at the service
- 17. Supply printed PIO badges to those personnel who will be working at any event

Appendix A

Roles & Responsibilities

Planning Group Manager Roles and Responsibilities

SURVIVOR ACTION OFFICER/PLANNING GROUP MANAGER

The fire chief will assume the position or appoint someone to fill this role.

Special staff appointment

- **Principle concern is ongoing welfare of the next of kin**
- Coordinates and supervises activities of:
 - Family liaison officer (FLO) - on call to family 24 hours to provide any needed assistance.
 - Funeral officer/Viewing & Vigil Division - coordinates and interacts with the funeral director on funeral arrangements.
 - Church officer/Memorial Service Division - coordinates and interacts with church involved in funeral service.
 - Cemetery officer/Interment Division - coordinates with cemetery and funeral officer.
 - Procession officer/Logistics Division - arranges and directs funeral procession.

SURVIVOR ACTION OFFICER CHECKLIST

- Assure proper notification of next of kin
- Officially notify all fire department stations of the death and have flags lowered to half mast. Make arrangements for notification of off-duty and vacationing personnel
- Notify the following personnel
 - Other city departments
 - Other county fire departments and police departments
 - Make appropriate follow-up contacts when funeral arrangements and schedule is determined
- Work with FLO to determine method of collecting the deceased firefighter's personal items from the fire station (screen items in advance)
- Conduct coordination meeting with key personnel as soon as possible so that everyone understands what options will be used in the funeral ceremony. Once funeral procedures are established, key personnel should make appropriate contacts and a final coordination meeting scheduled to:
 - Establish schedule and timetables
 - Identify times and places for group gatherings as required by schedule
 - Recontact all appropriate people and agencies with schedule, meeting places and special instructions
- Function as key contact person for outside agencies, news media, and other departments in relation to the death and subsequent ceremonies
- Make arrangements for post funeral meal and facility to handle a large group (with family approval through the liaison officer). Additional meals for the family to be provided as needed
- Coordinate with Personnel for final paycheck and the completion of any required paperwork
- Contact neighboring fire departments for mutual aid coverage
- Maintain accessibility for the duration of the funeral process

Family Liaison Officer Roles and Responsibilities (cont.)

FAMILY LIAISON OFFICER

- **Principal concern is to ensure that the NEEDS OF THE FAMILY are honored and come before the wishes of the department.**
- Provided with a fire department vehicle, pager and radio for the duration of the funeral process.
- Promptly report to the deceased's residence or to the treating medical facility to provide reassurance and support to the family.
- Be prepared to discuss all aspects of the funeral process and counsel the family in its decisions. The FLO must be able to relay information to the fire chief as to what level of involvement the department will have in the funeral process in accordance with the family's wishes.

FAMILY LIAISON OFFICER CHECKLIST

- Make the family aware of what the department can offer in the way of assistance if the family decides to have a line of-duty funeral

- Advise the family of churches with seating capacities that are large enough to accommodate attendance at the funeral. Any alternate church will need to be made aware that the family minister or fire department chaplain will officiate the service. THE DEPARTMENT MUST ONLY MAKE THE FAMILY AWARE OF THE ALTERNATIVES, IT IS THE FAMILY'S CHOICE

- Brief the family on the fire department funeral procedures (taps, bagpipes, last alarm, etc.)

- 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

- Assist family in determining eight primary pallbearers and optional honorary bearers

- Assist the family in determining:
 - Type of interment
 - Which funeral home will be used
 - Which clergy will be used
 - Which cemetery will be used
 - Will deceased be buried in uniform, if so, obtain uniform
 - Obtain all articles of clothing that deceased will wear and deliver them to the funeral director

- Determine length of service to include;
 - Readers of scripture
 - What scriptures will be read
 - Music to be used and who will perform
 - Who will deliver the funeral sermon/eulogy
 - Will last alarm be used

- Length of wake - establish tentative schedule

- Ceremonies that will take place at the cemetery:
 - Pipers
 - Honor Guard
 - Readings
 - Eulogy and who will deliver
 - Taps/Last Alarm

- Will engine be caisson/or conventional hearse

- Be available 24 hours to assist in any way necessary

- Address the following items at the appropriate time:
 - Autopsy report, birth certificates, marriage certificates, death certificates (workers comp), VA or military records
 - Consult an attorney for the family to review all matters
 - Fire Department benefits due to survivors
 - VA widow and children's benefits and burial benefits
 - Social Security benefits
 - Public Safety Officer Benefits (PSOB) federal and state
 - Life insurance
 - Final paycheck, including sick leave, vacation, and W-2 forms
 - Deferred compensation account
 - Income tax report
 - Loans outstanding that may be insured, including credit union loans
 - Transfer of property and vehicles to survivors
 - Review bills for legality, authenticity, and accuracy before payment by survivors.
 - Change title on all bank accounts
 - Check on mortgage insurance
 - Possible workers comp claim

The family liaison officer must be constantly alert for ways he/she can assist the family of a fallen firefighter to cope with the tragedy. Any special needs that are noticed should be relayed to the fire chief immediately so that necessary resources to meet those needs can be acquired.

Viewing & Vigil Division Officer Roles and Responsibilities (cont.)

FUNERAL OFFICER/VIEWING & VIGIL DIVISION

The funeral officer coordinates with the family liaison officer and the funeral director to ensure that the wishes of the deceased firefighter's family concerning all aspects of the funeral are carried out.

- 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 fire department vehicle will be used as caisson.
- If firefighter'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 fire chief, will advise the funeral director to provide the limousine service and send an invoice for the limousine service to the fire department.

FUNERAL OFFICER/VIEWING & VIGIL DIVISION CHECKLIST

- Coordinate with honor guard members to establish honor guard schedule at the funeral home and church
- Coordinate formal walk-through with uniformed personnel and the funeral director. This includes seating arrangements
- Work with the 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 for coordination at the funeral site to include:
 - 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 funeral
 - Coordinate vehicle staging with the procession officer, including arrangements for the fire department vehicles used. Ensure that sufficient personnel are available to direct and stage incoming apparatus and vehicles
- Obtain from the FLO the uniform or clothing to be worn by the deceased and deliver it to the funeral director
- Coordinate with the FLO on special readings or eulogies to be presented during the funeral
- Obtain white gloves for all department pallbearers

Procession Officer/Logistics Division Roles and Responsibilities (cont.)

PROCESSION OFFICER/LOGISTICS DIVISION

The procession officer is responsible for coordinating the funeral procession from the funeral home to the church (if necessary) and from the church or other funeral site to the cemetery.

Duties include:

- Attend all coordination meetings to determine the following:
 - Name of the funeral home
 - Name of the church
 - Name of the cemetery

- Will an engine be used as a caisson or will a conventional hearse be used?

- Schedule of events the day of the funeral

- If the procession will involve walking

- Honor guard

- Band or pipers

- Pallbearers

- Establish a system for staging and coordinating vehicles at locations where the funeral activities will occur. Coordinate the vehicle staging with appropriate key personnel (church officer, cemetery officer, etc). Ensure that sufficient personnel are available at all staging locations to efficiently direct and stage apparatus and vehicles

- Coordinate with the FLO to determine any special considerations involved in the procession, which may include:
 - Passing the firefighter's home, fire station, or other significant location.
 - Special static displays of equipment and personnel at a location on the procession route.
 - The use of crossed aerial apparatus at the cemetery entrance or other location

- Contact the police department and funeral director for assistance with:
 - Establishing routes for the procession
 - Determining traffic control needs
 - Rerouting traffic and street closing at the funeral home and church (contact Public Works to obtain barricades as needed)
 - Establishing traffic control at any special assembly points used
 - Posting "No Parking" signs around the funeral home, church and any assembly points
 - Directing staged vehicles as they line up for the procession
 - 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
 - Hearse or fire department engine used as caisson
 - Family vehicles
 - Pallbearers (if not riding on caisson)
 - Honorary pallbearers
 - Honor guard / color guard
 - Fire department chief vehicle
 - Other fire department vehicles
 - Police department vehicles
 - City officials
 - Vehicles from other fire departments
 - Vehicles from other police departments
 - Family friends
 - Rear escort

- If the fire department engine is used as a caisson, contact the survivor action officer and determine which apparatus will be used. Ensure the following items are taken care of in relation to the fire department vehicles:
 - Apparatus is thoroughly cleaned and hose beds stripped
 - Hose dividers removed from apparatus used as caisson
 - Hose bed on caisson is adapted to easily facilitate casket placement and removal (coordinate with funeral director)
 - Apparatus operators have full dress uniforms to wear while driving
 - Deceased firefighter's bunker gear is obtained and placed in a riding position on the caisson (bunker boots will be turned backwards)
 - If used, bunting and/or funeral flags are affixed to the apparatus

Memorial Service Division Roles and Responsibilities (cont.)

CHURCH OFFICER/MEMORIAL SERVICE DIVISION

The church officer has the primary responsibility of coordinating all activities and ceremonies at the church.

Duties include:

- Attend coordination meetings and determine the following from the action survivor officer and the family liaison officer:
 - Schedule of events
 - Location of the church
 - Clergy to be used, including fire department chaplain
 - Scripture to be read and readers
 - Type and length of service
 - What ceremonial items are requested
 - Badge presentation
 - Special readings
 - Special eulogies
 - Music to be played and who will present
 - Who will deliver eulogy
 - Contact procession officer and coordinate vehicle staging at the church.

- Make seating arrangements for those attending the church service. In addition to family members, dedicated seating should be provided for:
 - Pallbearers
 - Honor guard
 - Uniformed personnel

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

- Develop a program for the service and any special prayer cards, provide for their reproduction and distribution

Cemetery Officer/Interment Division Roles and Responsibilities (cont.)

CEMETERY OFFICER/INTERMENT DIVISION

The cemetery officer is responsible for the preparation and coordination of events that occur at the gravesite from the time the procession vehicles stop and people exit the vehicles. The officer is also responsible for liaison with the cemetery personnel.

Duties include:

- Attend coordination meetings and determine 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
 - Scripture read (who will read it)
 - Music (who will perform)

- 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 officers 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 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 liaison officer)

Appendix B

General Considerations for Funeral Planning

Task	Responsible Party	Status	Special Notes
Family Notification			
Department Notification			
Outside Agency Notification			
Confirm FD Participation with Family			
Implement ICS/Funeral Plan			
ID CISM resources and needs			
ID any special wishes of the family			
Family Planning Meeting			
ID Budget			
ID PIO and use of photos			
ID photographer/videographer			
Confirm Wake hours			
Confirm time of Funeral Service			
Confirm Cemetery and Preplan			
Confirm Reception location			
Daily Ops Meetings with agencies/Funeral Home			
Update FD Personnel Daily			
Establish Communication standards			
ID Flag Folding Team and practice			
Preplan Funeral Home and Procession Route			
Quiet Room for Family with concessions			
Staging Room for Honor Guard with concessions			
Flow pattern for attendees, FD, VIPs			
FD Honor Guard			
Regional/State-wide Honor Guard			
ID Pallbearers and Honorary Pallbearers			
ID Sgt at Arms to muster Uniformed Personnel			
Police Escort			
Bus Procession to Church? How Many? Staging?			

Bus Procession to Cemetery? How Many? Staging?			
Procession passing Central?			
Military Honor Guard and Flag			
Military Rifle Salute			
Taps			
Bagpipers			
Family movement from Funeral Home (escort detail)			
Family movement to and at Church (escort detail)			
Family movement to and at Cemetery (escort detail)			
Confirm each leg of Procession route			
Confirm separate transportation for Color Guard, Flag Folders, and Pipers			
Transportation for VIPs			
Transportation for Clergy			
Transportation acquisition			
Determine apparatus participation to include other agencies			
Determine number and placement of Color and Honor Guards			
Clean and Polish apparatus			
Obtain steps/platform for loading casket (if using Engine as caisson)			
ID outside agencies for use as cover companies			
ID any special transportation needs			
ID FF's to accompany cover companies			
Confirm # and order of eulogies			
Rehab/EMS Standby			
Place directional signs to assist out of town attendees			
Confirm any special religious nuances			
Establish Daycare for Department children during all phases			
ID uniform and standard and square them away			

Appendix C

Viewing/Vigil Checklist

Task	Responsible Party	Status	Special Notes
PD to secure family home during wake			
Coordinate with Funeral Director			
Preplan Funeral Home			
ID flow of attendees			
ID parking - primary and overflow			
Need for shuttle buses			
Special lighting needs			
Review seating arrangements			
Quiet room for family			
Separate room for Honor Guard			
Refreshments for family & Honor Guard			
Special Announcements			
Mass cards/Last Alarm cards			
Pre-post flags behind casket			
Review casket vigil protocol with Honor Guard			
Schedule fo vigil postings			
Special presentations			
Assembly/staging of apparatus			
FD final pass and review			
Staging of outside agencies			
Bagpipers			
Processional Drummers			
Outside formation?			
Earpieces for portable radios			
Communication standards			
Escorts for VIP's			
PD for traffic control			
ID cover companies, if needed			
Refreshments for cover companies			
Have CISM resources available			
Other:			

Appendix D

Memorial Service Checklist

Task	Responsible Party	Status	Special Notes
PD to secure family home during service			
Preplan site			
ID procession route and confirm law enforcement escorts			
ID assembly area for line up			
Earpieces for portable radios			
Communication standards			
ID parking for apparatus			
ID parking for private vehicles with consideration for VIP's			
ID need for shuttle buses			
ID staging area for buses			
Confirm timing and location of processional arrival at site			
ID need for cover companies			
ID FF's to ride with cover companies			
Refreshments for cover companies			
Bagpipers			
Special Color/Honor Guard transportation			
ID ladder truck(s) for flag display			
Verify location to set-up flag display			
Special requests of family			
Reading of Fireman's prayer			
Confirm # and order of eulogies			
Assign Sgt at Arms to muster formation outside site			
Review protocol for arrival and departure of family and deceased at site			
Establish seating plan			
ID ushers			
Use of public address system outside site for overflow			
Coordinate recessional for speed and efficiency			
Other:			

Appendix E

Interment Checklist

Task	Responsible Party	Status	Special Notes
Use of public address system at cemetery			
Apparatus pre-placement			
Procession past fire house			
Arrival of procession			
Drop off location and parking of buses			
Assembly of FF's using Sgt at Arms			
Arrival and movement of the casket			
Colors escort casket to the burial site			
Locate Color Team near burial site			
Dismiss the Colors			
Religious aspects are completed			
Confirm cues for rifle salute			
Confirm cues for bugler - Taps			
ID location of Flag Folding			
Reading of the folds?			
Presentation of the flag, who?			
Confirm cues for Bell Ringing			
Badge Number			
Box Number			
5-5-5-5 or 3-3-3			
Returned to quarters (OOS)			
Last alarm - radio call, pager tone out			
Confirm cues for bagpiper to play Amazing Grace			
Announcements			
Services are concluded			
Invitation to reception			
Uniformed personnel are dismissed			
Transportation to reception			
Reception			
Have CISM resources available			
Other:			

Appendix F

After Care Checklist

Task	Responsible Party	Status	Special Notes
CRITIQUE			
Plan Critique 10-14 days post funeral			
ID what went well			
What can be done better			
Other:			
PAPERWORK			
Thank you letters to all mutual aid & support agencies			
OSHA			
LOPFI			
Other:			
BENEFITS			
Workers Compensation			
State Firemen's Association			
County/Regional Association			
State Chief's Association			
FD Life Insurance			
FD Pension/Retirement			
Personal Insurance			
Fallen FF's			
Scholarships			
MEMORIALS			
National			
State			
Anniversary of Incident			
CELEBRATIONS			
Birthdays			
Graduations			
Other:			

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