

Chaplains Manual

Fire Department Funerals

**Federation of Fire Chaplains
185 County Road 1602
Clifton, Texas 76634-4508
(254) 622-8514**

2/2004

Acknowledgement

The Federation of Fire Chaplains would like to acknowledge its partnership with the National Fallen Firefighters Foundation. Through this partnership, both organizations are better able to meet the needs of the fire service family.

The Foundation offers extensive grief-related resources to the survivors of firefighters killed and seriously injured in the line of duty. Out of its work with the survivors, came the suggestion for development of *Taking Care of Our Own*, a training program to help senior fire officers better prepare for the loss of a firefighter in the line of duty. A key resource for the program is this Chaplains Manual.

The Federation provides this manual to assist fire departments through the worst of times. In addition, the Federation offers comprehensive training and resources for fire service chaplains who play such a vital role in helping departments and the survivors in local communities.

The Federation would also like to thank the National Fallen Firefighters Foundation for its assistance in the printing of this valuable resource.

Table of Contents

Introduction		1
Section 1	General Guidelines	3
Section 2	Pre-Incident Planning	5
Section 3	Funeral Types	9
Section 4	Funeral or Memorial Service Planning Considerations	11
Section 5	Key Assignments for Fire Department Funerals	17
Section 6	Other Considerations	19
Section 7	Ceremonies	21
Appendix 1	Employee Emergency Contact Information	27
Appendix 2	Suggestions on Preparing a Fire Service Eulogy	29
Appendix 3	Suggested Funeral Home Formations	33
Appendix 4	Suggested Church Formations	35
Appendix 5	Suggested Final Committal Service Formations	37
Appendix 6	Pallbearers' Locations When Marching	39
Appendix 7	Military Standards	41
Appendix 8	Traditional Method for Folding the Flag of the United States	43
Appendix 9	Suggested "Last Alarm" Ceremony	45
Appendix 10	Sample Order of Events	47
Appendix 11	Handling Dignitaries at Fire Department Funerals	51
Responsibility Sheets		
	Survivor Action Officer	55
	Family Liaison Officer	59
	Funeral Officer	63
	Procession Officer	65
	Service Officer	69
	Final Committal Officer	71

Introduction

No one likes to consider the prospect of arranging and conducting a funeral or memorial service for someone who has touched our lives. As fire chaplains, however, we serve a group of brave and dedicated men and women who continually place themselves in harm's way. Far too often they make the ultimate sacrifice. They give their lives as they strive to protect the lives and property of the communities they serve.

When the unthinkable happens, it is up to the chaplain to do all he or she can to ensure that the fallen firefighter receives a tribute befitting the sacrifice. In this regard, no effort is too large, and no detail is too small. It is truly a time for "all things to be done decently and in order." The purpose of this manual is to provide basic information that a chaplain can use to help the department through a very trying time. It should also be part of a Standard Operating Procedure on how to handle all aspects of the death of a firefighter.

This manual is not intended to be all-inclusive in content or to present only one approach. Instead, it provides information covering a broad spectrum of subjects. This information comes from many sources and from what departments and families of fallen firefighters recommended. From this information, the chaplain may choose what best fits a particular situation and adapt it as necessary.

There are two keys to conducting a proper fire department funeral: showing honor to the fallen firefighter, and caring for those left behind. If the chaplain accomplishes these two things, the chaplain has done his or her job well.

Section 1: GENERAL GUIDELINES

- 1.1 When a member of the Fire, Emergency Medical or Rescue Services dies in the line of duty, several considerations are crucial for those dealing with the tragedy. These include:
 - a. Identifying and meeting the needs of the surviving family
 - b. Ensuring that the needs and wishes of the family always come before the needs and wishes of the department
 - c. Providing ongoing emotional and spiritual support for the next of kin
 - d. Using good organization, coordination and communication
 - e. Maintaining flexibility
 - f. Monitoring constantly not to overload any individuals
- 1.2 The primary goal of the fire department should be to work with the family, the funeral director and others involved to ensure that the fallen firefighter receives a fitting tribute. At all times the fire department must carry out the wishes and desires of the surviving family regarding the funeral ceremonies.
- 1.3 The fire department's responsibilities are not the same as those of the funeral director. Fire department personnel should work with the funeral director in the best interest of the firefighter's family.

Section 2: PRE-INCIDENT PLANNING

Pre-planning is essential to ensure the department meets the needs of the family and coworkers.

2.1 Fire Department Chaplain - The department should maintain an active chaplaincy program. The chaplain should be contacted immediately whenever the death of a fire department member is imminent or confirmed, regardless of the circumstances involved. The chaplain's services will be available to the surviving family before, during and after the funeral.

2.2 Personnel Information – The department should maintain an Emergency Employee Contact Information Record on all department personnel. The department will use it to assist in the treatment of personnel following serious injury, and in the notification of next of kin following a serious injury or line-of-duty death. The form will contain the following information:

- a. Complete name of the department member
- b. Name and address of next of kin with specific directions to the address as needed
- c. Names of parents and children/dependents, including those who may not live with the firefighter
- d. The firefighter's religion and church affiliation and membership

Appendix 1 contains a sample Emergency Employee Contact Information form created by the National Fallen Firefighters Foundation.

2.3 Photographs - The department should arrange for individual photographs of all department personnel and should maintain current photographs in department personnel files. The photos may be needed for immediate identification after an incident. After a line-of-duty death, there will be requests for photos from the media and other sources.

2.4 Local Support Agencies - The department should periodically contact local public safety agencies to maintain a current resource list of:

- a. Honor Guard and Color Guard
- b. Bands, buglers, pipers
- c. Firing parties
- d. Bells for "Last Alarm" service

- e. Vocal and instrumental performers
- 2.5 Funeral Directors – The department should contact and provide the local funeral directors a copy of the department’s funeral procedures. This will allow them to understand local protocols before a line-of-duty death occurs.
- 2.6 Ceremonial Clothing and Equipment - The department should have the following available for use during fire department funerals:
- a. Badge and name tag presentation frame
 - b. An extra badge for each rank in the department as well as the name of a source for obtaining a duplicate name tag on an emergency basis
 - c. Presentation flags (U.S., state, municipality, fire department)
 - d. White gloves in sufficient numbers for the Honor Guard and eight pallbearers
- 2.7 Key Positions - The department should maintain and annually update a list of personnel selected to serve in the following key positions:
- a. Survivor Action Officer
 - b. Notification Officer
 - c. Family Liaison Officer
 - d. Hospital Liaison Officer
 - e. Funeral or Memorial Service Officer
 - f. Procession Officer
 - g. Service Officer
 - h. Final Committal Officer

Personnel selected to serve should receive a manual and training on the responsibilities of key positions. The manual should contain copies of fire department procedures relating to funerals or memorial services.

- 2.8 Honor Guard and Color Guard - The department should encourage personnel to participate in a department Honor Guard and Color Guard that will function during fire department funerals and at other appropriate times. If possible, the

department should provide the following:

- a. Class A ("dress") uniforms with cap, white shirt, black tie, and white ascot, for all members
- b. White gloves for all members
- c. White shoulder braiding for all members
- d. Patent leather low-quarter shoes for all members
- e. Parade flags (U.S., state, municipality and fire department) with holders
- f. Two display axes with chrome or brass heads

Career departments should establish an official leave policy to allow members to provide these services.

Section 3: FUNERAL TYPES

The death of a firefighter may occur under a variety of circumstances. Based on the circumstances, the department should provide appropriate services from the planning of the funeral through the survivor follow-up process. To ensure all fallen firefighters are honored in a consistent manner, the department should adopt a policy on the types of services it will provide. The following policy is an example of what one state has adopted.

3.1 Definitions

- a. Line-of-duty: The death must be the result of a traumatic injury suffered in the line of duty.
- b. Job-related traumatic injury: A blow to the body by an outside force, e.g., crushing injuries suffered in a building collapse, apparatus accident or fall. Burns, smoke inhalation and such climactic injuries as heatstroke or frostbite are considered traumatic injuries.
- c. Job-related non-traumatic injury: A non-traumatic injury that is strongly believed or has been proven to be attributable to the job. Examples are stress, heart attacks, strokes, diseases and mental illness (suicide).
- d. Active member: A full-time or volunteer member of a fire or emergency medical service agency serving in an active capacity.
- e. Inactive member: A retired or former member of a fire or emergency medical service agency.
- f. Affiliate member: An individual who has served in some capacity with the department, such as a commissioner, trustee, dispatcher, etc.
- g. Non-job-related death: Deaths, natural and traumatic, that are not related to fire or emergency medical service duty.

3.2 Types of Services

- a. Level One: A line-of-duty or job-related death. This may include an inactive member whose death has stemmed from an injury sustained during active duty.
- b. Level Two: A non-job-related death of an active member.
- c. Level Three: A non-job-related death of an inactive or affiliate member.

3.3 SUGGESTED FUNERAL SERVICE OPTIONS

Level One	Level Two	Level Three
American Flag	American Flag	American Flag
Badge shrouds	Badge shrouds	Badge shrouds
Bagpipers		
Bell service	Bell service	Bell service
Bugler		
Color Guard		
Crossed ladders		
Eulogy	Eulogy	
Fire engine caisson	Hearse	Hearse
Fire service flag	Fire service flag	Fire service flag
Flower unit	Flower unit	
Honor Guard	Honor Guard	Honor Guard
Honor detail	Honor detail	
Pallbearers, active	Pallbearers, honorary	Pallbearers, honorary
Station bunting	Station bunting	Station bunting
Vehicle bunting	Vehicle bunting	
Walkthrough	Walkthrough	Walkthrough

Section 4: FUNERAL OR MEMORIAL SERVICE PLANNING CONSIDERATIONS

There are many ways for the department to offer help for the funeral or memorial service. Some families will welcome all offers of help, while others may choose to have no departmental involvement. The family must always be allowed to make that choice.

4.1 Honor Guard – If the family requests an Honor Guard, the Funeral Officer should coordinate with Honor Guard personnel to schedule Honor Guard activities according to the family's and funeral director's wishes. The following basic rules apply to these activities:

- a. Two Honor Guard members should be posted at the casket. During viewing hours, they should be posted at the head and at the foot.
- b. There should be a minimum of four Honor Guard members for each set of viewing hours.
- c. Honor Guard members should rotate at 15-minute intervals. Relief guards should march up together. Posted guards should come to attention and smartly make the transfer and then march off together.
- d. Posted Honor Guard should assume the position of parade rest.
- e. American and department flags (or a state flag, if there is no departmental flag) should be posted at the casket.
- f. Honor Guard members should wear Class A uniform, if available, with white gloves. They should use black mourning bands over uniform badges. If a department does not have Class A uniforms, dress uniforms are an acceptable option.

4.2 Pallbearers - Should the family choose to use department members as pallbearers, it is the Family Liaison Officer's responsibility to ask which firefighters the family would like to use. There should be between six and eight pallbearers. They should wear Class A uniforms with hats and white gloves.

- a. Due to their specific responsibilities, pallbearers are exempt from following the majority of orders given to the remainder of the formation.
- b. The Funeral Officer, assisted by the Funeral Director, should give instructions on removing, handling, and transporting the casket.

If a fire engine serves as a caisson, pallbearers should hold a practice session the day before the funeral. If this is not possible, pallbearers should report to the funeral home several hours before the beginning of the service for a protocol briefing and practice.

- c. If the casket is draped with a flag to present to the next of kin, three pallbearers will be instructed on the proper method of removing, folding, and presenting the flag. Two pallbearers will fold the flag and present it to the third pallbearer who, in turn, will present it to the next of kin. The Final Committal Officer will coordinate the flag folding. Flag folding instructions appear in *Appendix 8*.

If the casket is not draped with a flag, the department can present a pre-folded flag to the next of kin.

- d. If fire department engines serve as caisson and flower vehicle, pallbearers should ride on them. If engines are not used, the department will provide the pallbearers other department vehicles for the procession.

4.3 Transportation

- a. The department should offer a fire department vehicle and driver to the immediate family during the viewing and funeral period. The Family Liaison Officer normally arranges for this service.
- b. The department should ensure that the next of kin have limousine service available on the day of the funeral.

4.4 Meals – The department should plan to provide meals for the deceased firefighter’s family at least until after the funeral. Friends of the family and members of the department and auxiliaries may help provide these meals. The Survivor Action Officer, in conjunction with the Family Liaison Officer, will determine the need and coordinate providing the meals.

4.5 Family Liaison Officer - Regardless of the circumstances surrounding the death, or the deceased firefighter's status in the department, a Family Liaison Officer should be assigned to make contact with the family. The officer will determine the amount of involvement the family wants from the department. The officer will provide this information to the Survivor Action Officer. The Family Liaison Officer will assist the family throughout the process.

4.6 Initial Family Support - The department will determine this based on the family requests as relayed by the Family Liaison Officer. The department should assign appropriate key personnel as the needs arise. **The department should not act on assumptions without contacting and getting the consent of the immediate family.**

4.7 Fire Department Chaplain - The amount of involvement the chaplain has will be determined by the family. One option is a shared responsibility between the family’s clergy and the department chaplain. Should the department chaplain be

requested, the following are areas of responsibility:

- a. Comfort and support for family members
- b. Prayer services at the funeral home
- c. Church services
- d. Final committal
- e. Follow-up support for the family
- f. Departmental or community memorial services

4.8 Procession - The family may request a procession from the funeral home or church to the place of final committal. The procession involves staging vehicles at the funeral home or church prior to the funeral, directing vehicles as they leave for the place of final committal, and staging of vehicles upon arrival there. Specific considerations include:

- a. Department vehicles used as caisson, flower car, and for transportation
- b. Coordination with the funeral director to determine the procession route, including a drive by the deceased firefighter's fire station or home. If the procession passes the fire station, apparatus should be parked on the apron. Firefighters on duty should assemble outside, come to attention as the procession passes, and toll a muffled bell as the caisson or hearse passes.
- c. Static displays of apparatus along the procession route
- d. Crossed ladders or aerial equipment at the funeral home, church, or place of final committal entrance

4.9 Caisson - A fire department engine may be appropriate as a caisson to carry the casket. If an engine is used, personnel must take it out of service for a period of time and prepare it as follows:

- a. Thoroughly wash and wax the engine.
- b. Remove hoses and dividers.
- c. Add available mourning flags or bunting.

The operator of the engine should be in dress uniform.

In the event of inclement weather, an enclosed hearse should carry the casket and the apparatus should serve as a flower car.

- 4.10 Flower Car - A fire department engine may also serve as a flower vehicle. If so, personnel must take it out of service and prepare it as indicated above for a caisson. Hoses and dividers need not be removed.
- 4.11 Formations - Special formations may be appropriate at the following points:
- a. Walkthrough of all attending firefighters at the funeral home or church
 - b. Honor Guard formations on either side of the casket's path from the funeral home to the hearse or caisson
 - c. Honor Guard formations on either side of the casket path during entry to and exit from the church
 - d. Honor Guard formations on either side of the casket path from the hearse or caisson to the place of final committal.
- 4.12 Taps - Taps may be sounded by one or more buglers at the place of final committal. The location of the bugler should be approximately 75 feet from the final committal site.
- 4.13 Firing Party - A military-type firing party may be used at the final committal. If so, the party will fire three volleys 75 feet from the final committal site.
- This type of salute may startle people at the service, especially in times of heightened national security. The family should be aware of this.
- 4.14 Musical Selections
- a. A band, a piper, an organist, a choir or soloists may play or sing during various funeral ceremonies.
 - b. The Family Liaison officer should discuss this option with the family and communicate its wishes to the Funeral Officer.
- 4.15 Last Alarm Service - A traditional bell-ringing ceremony at the end of the church service or committal service usually signifies the firefighter's last alarm. A short reading accompanies the ringing of the bell. (*See Appendix 9*)
- 4.16 Readings - Numerous scripture passages and fire-service-related readings are appropriate during the funeral services. The Family Liaison Officer will work with the family to determine if they would like any readings and who should read

them.

- 4.17 Eulogy - A eulogy may be appropriate at any point in the funeral ceremonies. The family should decide who will deliver the eulogy and when it is fitting. The Fire Chief, a clergy member, the department chaplain, or a close family friend from the fire department may be asked to perform this task. The Family Liaison Officer will make the necessary contacts and advise the Funeral Officer. *(See Appendix 2 for information on how to prepare a fire service eulogy.)*
- 4.18 Crossed Aerial Ladders - If the family wishes to have the crossed aerial ladders at the entrance to the final committal site, the Family Liaison Officer will forward this request to the Survivor Action Officer for approval and coordination.
- 4.19 Static Equipment Display - During the processions, the family may choose to have a static display of department apparatus and crews at attention and saluting the passing casket and family vehicle. This final tribute may be set up at the funeral home or church, at key locations along the procession route, at a fire station on the procession route, or at the place of final committal entrance. The Family Liaison Officer will communicate this request to the Survivor Action Officer.
- 4.20 Burial In Uniform - If the family chooses to bury the deceased firefighter in the departmental uniform, the Family Liaison Officer will deliver the uniform to the Funeral Officer or funeral director. If the family selects non-departmental clothing, the Family Liaison Officer should deliver this.
- 4.21 Presentation of Fire Department Badge - As a part of the funeral service at the funeral home or church, the Fire Chief may present the badge and name tag worn by the deceased firefighter to the next of kin. The items should be in a framed display containing a department uniform patch. Administrative and support personnel will work with the Fire Chief to obtain the badge and name tag actually worn by the firefighter and to obtain duplicates to be placed on the burial uniform.
- 4.22 Closed Casket - If the family requests a closed casket, the family may wish to place a picture of the firefighter in uniform along with the firefighter's dress hat on top of or next to the casket.
- 4.23 Walkthrough - A walkthrough of firefighters at the funeral home may occur to pay tribute to the deceased firefighter. If so, the Funeral Officer will schedule the walkthrough and have firefighters form line by department. The formation will pass single file by the casket with each firefighter stopping briefly to pay tribute.
- 4.24 Post-services Reception - A reception may be held following the funeral. A church hall, school cafeteria, fire station, or other facility may serve for this purpose. The Survivor Action Officer will coordinate the event and ask department members, the firefighters association, or local service organizations to

assist in donating and/or preparing food.

- 4.25 Memorial Fund - Fire department members and local organizations may want to start a memorial fund for the deceased firefighter's family. The Survivor Action Officer should work with local financial organizations in establishing this fund. The family should be involved in deciding how this will occur. The officer will emphasize to the family the importance of working with a local bank to avoid legal complications.
- 4.26 Flags at Half-staff - Upon notification that a fire department member has died, the Fire Chief will direct that all station flags be lowered to half-staff. They will remain at half-staff until 1700 hours the day of the final committal. When the American flag is at half-staff, no other flags will fly on the same pole.

For line-of-duty deaths, the Fire Chief will request that the local officials ask other facilities to fly their flags at half-staff.

- 4.27 Badge Shrouding - The shroud should appear on badges at the time of notification of the death and should remain on the badge until after the funeral and final committal. For line-of-duty deaths, the badge shrouds will remain in place for a 30-day mourning period.

To shroud of a badge, place a 1/2" to 3/4" piece of black material horizontally around the badge at its midpoint.

If the chaplain's badge contains a cross, a crescent, tablets, or the Star of David, the chaplain's badge remains uncovered.

- 4.28 Flag Presentation - When the casket is draped with a flag, an appropriate flag presentation ceremony should take place immediately before the conclusion of the committal service.

Section 5: KEY ASSIGNMENTS FOR FIRE DEPARTMENT FUNERALS

- 5.1 When a firefighter dies, the department must focus on the family's needs and wishes and give them the highest priority. The support offered by the department will vary depending on the type of death, as described previously in Section 4.

To support the family, a department must be prepared to manage a series of inter-related responsibilities. These duties extend from initial notification of next of kin through continuing support after the final committal service.

A department should have a funeral plan that will enable it to staff the needed assignments should a death occur. The department should identify and train personnel to handle these assignments.

Depending on the size of the department, it may need to combine many of the following major assignments.

5.2 Survivor Action Officer

The Fire Chief may assume the position of Survivor Action Officer but will probably assign another senior officer this function. As a direct representative of the Fire Chief, the Survivor Action Officer should receive the full cooperation of the entire fire department.

The officer is responsible for managing several important activities, the principal concern being the ongoing welfare of the next of kin. The officer will give whatever assistance is necessary to assist the family.

The Survivor Action Officer may appoint the following positions as needed and delegate responsibilities as required to successfully complete all assigned duties.

The detailed Responsibility Sheets for all officers are in the section following the appendices.

5.3 Notification Officer

The Federation of Fire Chaplains provides comprehensive information on how to make notifications as part of its Chaplaincy training resources.

5.4 Family Liaison Officer

The Family Liaison Officer provides the Survivor Action Officer with regular updates on the family's status and needs.

Because of the critical nature of the liaison's role and the around-the-clock

coverage required, a department should appoint a back-up liaison to provide relief as needed.

All officers must work closely with the Family Liaison Officer to ensure that the family understands their options and that their wishes are honored.

5.5 Funeral Officer

The Funeral Officer's role is to serve as intermediary between the funeral director and the other fire department personnel involved in funeral or memorial service activities.

This officer is not a funeral director and should not interfere in funeral management.

5.6 Procession Officer

The Procession Officer arranges and directs the funeral procession from the funeral home to the church, if there is a church service, and to the final committal site.

5.7 Service Officer

If the family has decided to have a religious service, the Service Officer coordinates with clergy selected by the family.

5.8 Final Committal Service Officer

The Final Committal Service Officer provides coordinates all the individuals responsible for the final committal service.

Section 6: OTHER CONSIDERATIONS

- 6.1 Inclement weather may impact upon funeral services. If severe weather conditions are anticipated, personnel involved in coordinating the funeral services should work with the Survivor Action Officer and Family Liaison Officer to implement alternative plans.
- 6.2 If services will occur outside the local area, the department should coordinate all planning steps with officials and agencies in that location. If possible, representatives from fire and police departments in all the communities involved should participate in the planning.
- 6.3 For a line-of-duty death, a large contingent of out-of-town fire service personnel will want to attend the funeral. If there will be a procession from the funeral home to the church, ask these firefighters to report directly to the church for staging prior to the start of the procession from the funeral home.
- 6.4 All firefighters and apparatus may take part in the procession from the funeral or memorial site to the place of final committal. If there will be a procession of firefighters marching to the church, only members from the fallen firefighter's department should participate.

Section 7: CEREMONIES

- 7.1 If the family requests, the following personnel may take part in the ceremonial portion of the funeral:
- a. A Chief
 - b. Six or eight pallbearers
 - c. A Color Guard of four firefighters and one officer
 - d. A bugler and piper, pipe band, or drummer
- 7.2 Due to the important role of pallbearers and Color Guard, a practice session should occur the day before the funeral. If not possible, these personnel must report to the funeral home several hours before the service for a protocol briefing and practice. The funeral director will instruct the pallbearers on how to handle the casket.
- 7.3 If the procession will include firefighters marching from one point to another, the Procession Officer must coordinate with the Funeral Officer, Service Officer, or Final Committal Officer to establish an assembly point, order of alignment, and route for the march. If marching will occur, a drummer should be part of the parade contingent to provide a steady cadence. Cadence should **not** be called verbally. Determine an appropriate assembly point for department personnel participating in the march. Visiting fire personnel will assemble at the end point of the march.
- a. Basic alignment for the elements of a march is:
 1. Color Guard
 2. Pipe band/drummer
 3. Host fire department members
 4. Apparatus caisson or hearse
 - (a) The Officer-in-Charge (OIC) will walk immediately in front of the caisson or hearse.
 - (b) Three pallbearers will march on either side of the caisson or hearse.
 - (c) Two pallbearers will ride on the tailboard of the caisson or walk immediately behind the hearse. If there are only six

pallbearers, two Honor Guard members will assume this position.

Note: Check to see if this practice is allowed in your jurisdiction.

5. Family's cars
6. Friends' cars

Note: If the immediate family of the deceased firefighter desires to join in the march, they will fall in immediately behind the caisson or hearse and will receive an Honor Guard escort.

- b. If the casket will be driven from the funeral home to the church, the following should occur:
 1. Determine an assembly point several blocks from the church for department personnel and the pipe band/drummer.
 2. Assign an assembly point for visiting fire department members at the church on the church side of the street.
 3. Immediately after loading the casket at the funeral home, transport the Color Guard to the fire department meeting location.
 4. Have the pallbearers board the apparatus, with two of them remaining on the rear step.
Note: Check to see if this practice is allowed in your jurisdiction.
 5. With a police escort, have the apparatus proceed slowly to the meeting point with the fire department contingent.
 6. Line up the procession in the same order as listed above.
 7. Direct the pallbearers to dismount and march as follows:
 - (a) The OIC in front of the apparatus
 - (b) Two or three pallbearers on each side of the apparatus
 - (c) Two pallbearers on the rear step
Note: Check to see if this practice is allowed in your jurisdiction.
- c. When the procession arrives, the following should occur:

1. As the procession nears the location of the service, move the Color Guard to the side and allow the pipe band/drummer and fire department members to pass.
2. Near the entrance to the service area, assemble the pipe band.
3. Line up the national, state and local dignitaries near the entrance, leaving room for the Color Guard.
4. When marching fire department members arrive at the location of the service, move them to the other side of the street. When they are in place, give the command "**Right face.**"
5. When personnel line the street on both sides and face the center, begin the Color Guard march toward the service site followed by the apparatus or hearse. Leave a space between the Color Guard and hearse. The service assembly OIC commands "**Present arms**" (hand salute).
6. As the Color Guard arrives, assemble it near the front of the church.
7. Move the apparatus to the front of the service site and shut off the engine.
8. Have the service assembly OIC command "**Order arms.**"
9. Assemble pallbearers at the rear of the apparatus, with two in the hose bed, and prepare to remove the casket.
10. Have the Honor Guard OIC command "**Present arms.**"
11. Have the pipe band play as the pallbearers carry the casket to the entrance. If the chaplain or cleric performs a blessing at the rear of the apparatus, the pipe band should delay playing until the pallbearers begin to move.
12. Have the pallbearers escort the casket to the front of the service area.
13. Have the assembled fire department personnel file into the area and take positions in the designated seating areas.

7.4 At the close of the service, the following should take place:

- a. Fire personnel file out and assemble in specified areas in the following order:
 1. Visiting fire service personnel
 2. Department personnel
 3. National, state and local dignitaries
 4. Color Guard
 - b. At the funeral director's signal, the pallbearers move to the front of the location of the service and escort the coffin to the rear.
 - c. The service assembly OIC commands "**Detail, attention.**"
 - d. When the casket arrives at the rear, the OIC commands "**Present arms.**"
 - e. If used, the piper/pipe band plays.
 - f. The pallbearers move slowly to the rear of the hearse or apparatus to load the casket.
 - g. After loading, the pallbearers face each other and the OIC commands "**Detail, present arms.**" The pallbearers give a hand salute.
 - h. The OIC commands "**Order arms**" for all personnel.
 - i. The Color Guard officer commands "**Color Guard, dismissed.**"
 - j. The OIC commands "**Detail, dismissed**" to the pallbearers.
 - k. The Color Guard, bugler/piper, and OIC enter the waiting fire department vehicles for transportation to the place of final committal. The pallbearers will ride on the caisson or other apparatus directly behind the caisson.
 - l. Fire personnel and national, state and local dignitaries prepare to leave for the place of final committal.
 - m. The Procession Officer and assistants direct vehicles taking part in the procession to the place of final committal.
- 7.5 Upon arrival at the place of final committal, the following will take place:
- a. The fire department personnel and Color Guard take up positions in formations as determined by the Final Committal Officer.

- b. If space permits, the Color Guard assembles near the place of final committal.
- c. The bugler is 75 feet away from the grave and will await the command from the OIC.
- d. When the caisson or hearse is in position, the pallbearers take up positions at the rear and remove the casket.
- e. The pallbearers carry the casket and place it on the grave stand. The family and other guests follow.
- f. As the pallbearers begin to move the casket, the OIC commands "**Detail, attention**" and all fire department personnel come to attention. When the pallbearers place the casket on the gravestand, the OIC commands "**Parade rest.**"
- g. If the family wants the casket draped, two pallbearers will drape it with an American flag. If the casket is not draped, an already folded flag will be placed on the casket for presentation.
- h. The chaplain and/or cleric will conduct the committal service and lead in the final prayer.

Note: If not part of the funeral or religious service, the "Last Alarm" ceremony may occur at this point. The OIC orders "**Present arms**" prior to the ringing of the bell. The hand salute should occur during the playing of Taps.

- i. The OIC next commands "**Detail, attention**" and "**Present arms.**" A hand salute follows; the Color Guard presents arms and dips the departmental flag. The hand salute occurs during the playing of Taps.
- j. The bugler plays Taps.
- k. The OIC commands "**Order arms.**"
- l. At the conclusion of Taps, the Honor Guard removes the American flag from the casket and folds it. The Honor Guard Officer presents the folded flag to the fire chief who, in turn, presents it to the family.
- m. The funeral director gives words of thanks on behalf of the family and indicates the conclusion of the services.
- n. The OIC commands "**Detail, dismissed.**"

APPENDIX 1

EMPLOYEE EMERGENCY CONTACT INFORMATION

The information that you provide will be used **ONLY** in the event of your serious injury or death in the line of duty. Please take the time to fill it out fully and accurately because the data will help the department take care of your family and friends.

PERSONAL INFORMATION

Last Name	First Name	Middle Name
Home Address		
City	State	Zip
Phone Number		
()		

CONTACT INFORMATION

Family or friends you would like the department to contact. Please list in the order you want them contacted. If needed, provide additional names on the back of this sheet.

NOTE: If the contact is a minor child, please indicate the name of the adult to contact.

Name
Relationship
Home Contact Information
Address:
Phone:
Work Contact Information
Name of Employer:
Address:
Phone:
Pager/Cell phone:
Special Circumstances – such as health conditions or need for an interpreter

Name
Relationship
Home Contact Information
Address:
Phone:

Work Contact Information	
Name of Employer:	
Address:	
Phone:	
Pager/Cell phone:	
Special Circumstances – such as health conditions or need for an interpreter	

List names and dates of birth of all of your children.	
Name:	DOB:
Name:	DOB:
Name:	DOB:

List the department member(s) you would like to accompany a chief fire officer to make the notification.	
Name:	
Name:	

List anyone else you want to help make the notification. (for example, your minister)	
Name:	
Relationship:	
Home Contact Information	
Address:	
Phone:	
Work Contact Information	
Name of Employer:	
Address:	
Phone:	
Pager/Cellphone:	

OPTIONAL INFORMATION

Make sure someone close to you knows this information.

Religious Preferences			
Religion:			
Place of Worship:			
Address:			
Funeral Preferences			
Are you a veteran of the U. S. Armed Services?	yes	no	
If you are entitled to a military funeral, do you wish to have one?	yes	no	
Do you wish to have a fire service funeral?	yes	no	
Please list your membership in fire service, religious, or community organizations that may provide assistance to your family:			

Do you have a will?	yes	no
<i>If yes, where is it located or who should be contacted about it? _____</i>		

List all life insurance policies you have:		
<u>Company</u>	<u>Policy Number</u>	<u>Location of Policy</u>
Is all information current? (beneficiary names, contact info, etc. This information may determine who gets Federal benefits.)		

Special Requests
If you are an organ donor, coordination with the medical officials will be necessary. List any requests in this section.

1/03

Form last updated on _____

Reprinted from the National Fallen Firefighters Foundation's *Taking Care of Our Own®* materials.

APPENDIX 2

SUGGESTIONS ON PREPARING A FIRE SERVICE EULOGY

For years, members of the fire service have told the National Fallen Firefighters Foundation that preparing a eulogy was one of the most difficult things they had ever done. They wanted their remarks to be both comforting and respectful.

A eulogy is for the living, most importantly for family and close friends. So we have turned to survivors and friends of fallen firefighters to share what meant the most to them. We also have asked senior fire officers what worked best in their preparation and delivery.

If you asked to deliver a eulogy for a fallen firefighter from your department, here are a few guidelines that may help you gather your thoughts and prepare a fitting tribute.

Research

- Get the key facts—age, nickname, names of family members and closest friends, timeline of key events in the person’s life, personal and professional accomplishments, honors and awards received
- Ask friends and family members for stories that illustrate how they want to remember their loved one. If you use one of these stories, remember to acknowledge the source. For example, “Jim’s daughters told me...” or “Ann’s father reminded me that ...”
- Include information about the firefighter’s character and personality. What was the firefighter proudest of in his or her life? For what would he or she want to be remembered?
- If you knew the firefighter, include personal anecdotes and memories.
- If you did not know the firefighter personally, say that! Speak with people who did, especially those who shared years of friendship and memories.

Organize

- You may want to use a theme to tie your presentation together. For example, “Jack loved adventure,” or, “In everything he did, Don reached out to help other people.”
- It may help to put your ideas on note cards and then arrange them in a logical order for your presentation

Draft

- Begin by expressing your condolences and the department’s sense of loss.
- Acknowledge family members, including spouse or significant other, children, parents, siblings, and close friends.
- Focus on the person’s life, not the circumstances that lead to the death.
- Include funny stories. Even in the midst of deep grief, it is important to smile. And remember to mention the source of the story, if appropriate.
- Include a statement of support from the department. Acknowledge the department member who is acting as the liaison for the family. The department must follow through on any promised support, so only promise what you can ensure will be delivered.

- Have a printed copy of the final eulogy ready for the family and others who may want a copy.

Practice

- Review your remarks carefully before the service. If you are nervous about speaking in front of other people, practice speaking in front of someone you trust to give you honest, supportive feedback.
- It is okay to show emotion!
- Have a back-up plan so someone else can take over if you cannot finish speaking.
- Be prepared to adjust your planned remarks. Before you speak, another person may use some of the same stories or information. Acknowledge this or have other stories ready.
- Above all, remember not everyone is a great orator. However, families will remember the sincerity of your words and your kindness forever.

Reference Materials

These resources may also help you in writing and delivering a eulogy.

Funerals with Love [link to: www.funeralswithlove.com/eulogy.htm]

Suggestions for structuring, writing, and delivering a eulogy; a downloadable book is available for a fee

Grief Loss & Recovery [link to: www.grieflossrecovery.com/grief-articles/martin01.html]

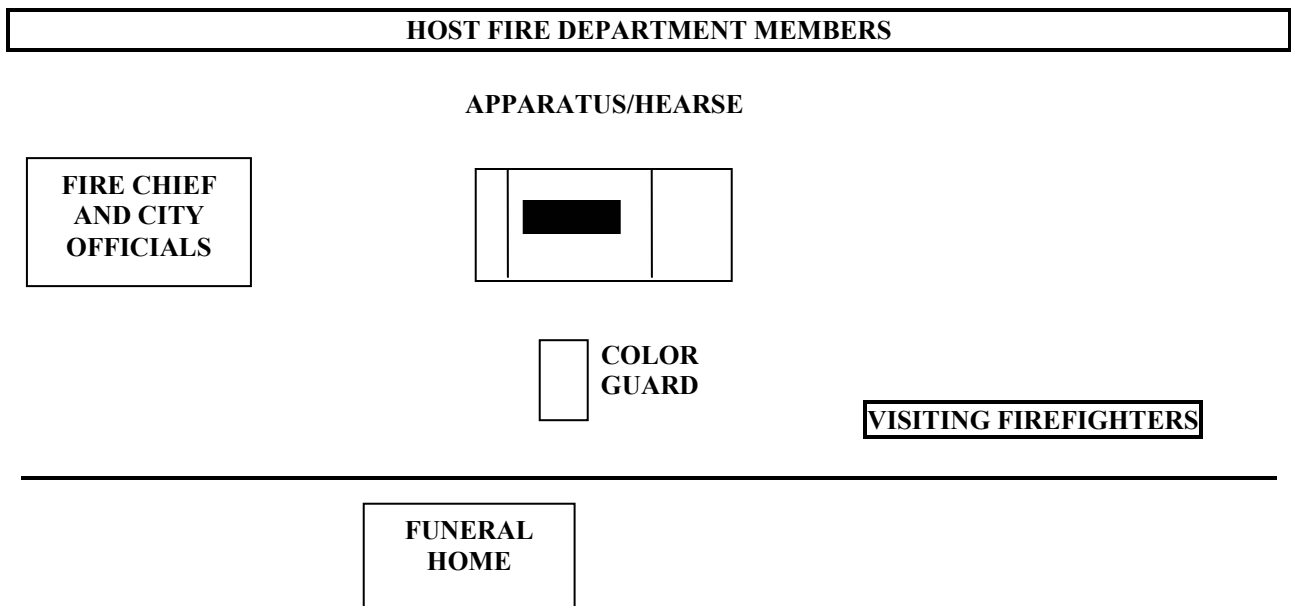
Brief step-by-step guideline to writing a eulogy

Prepared by the National Fallen Firefighters Foundation

5/03

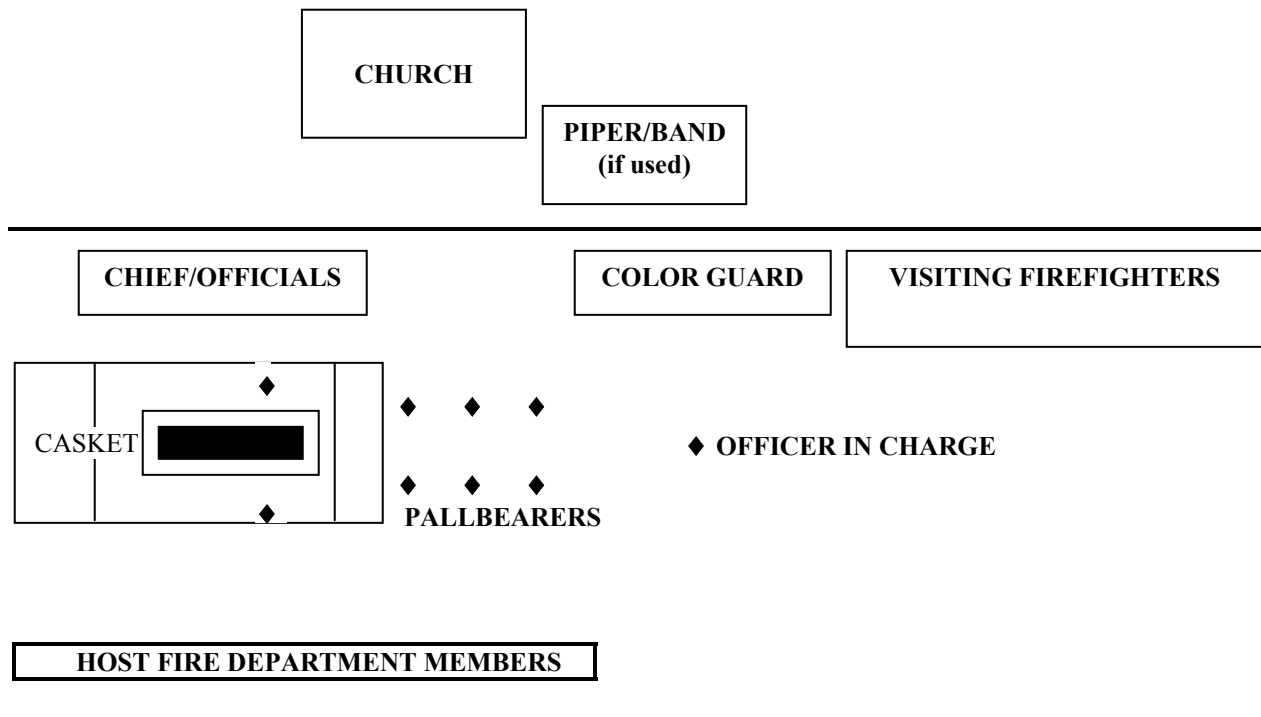
APPENDIX 3

SUGGESTED FUNERAL HOME FORMATIONS



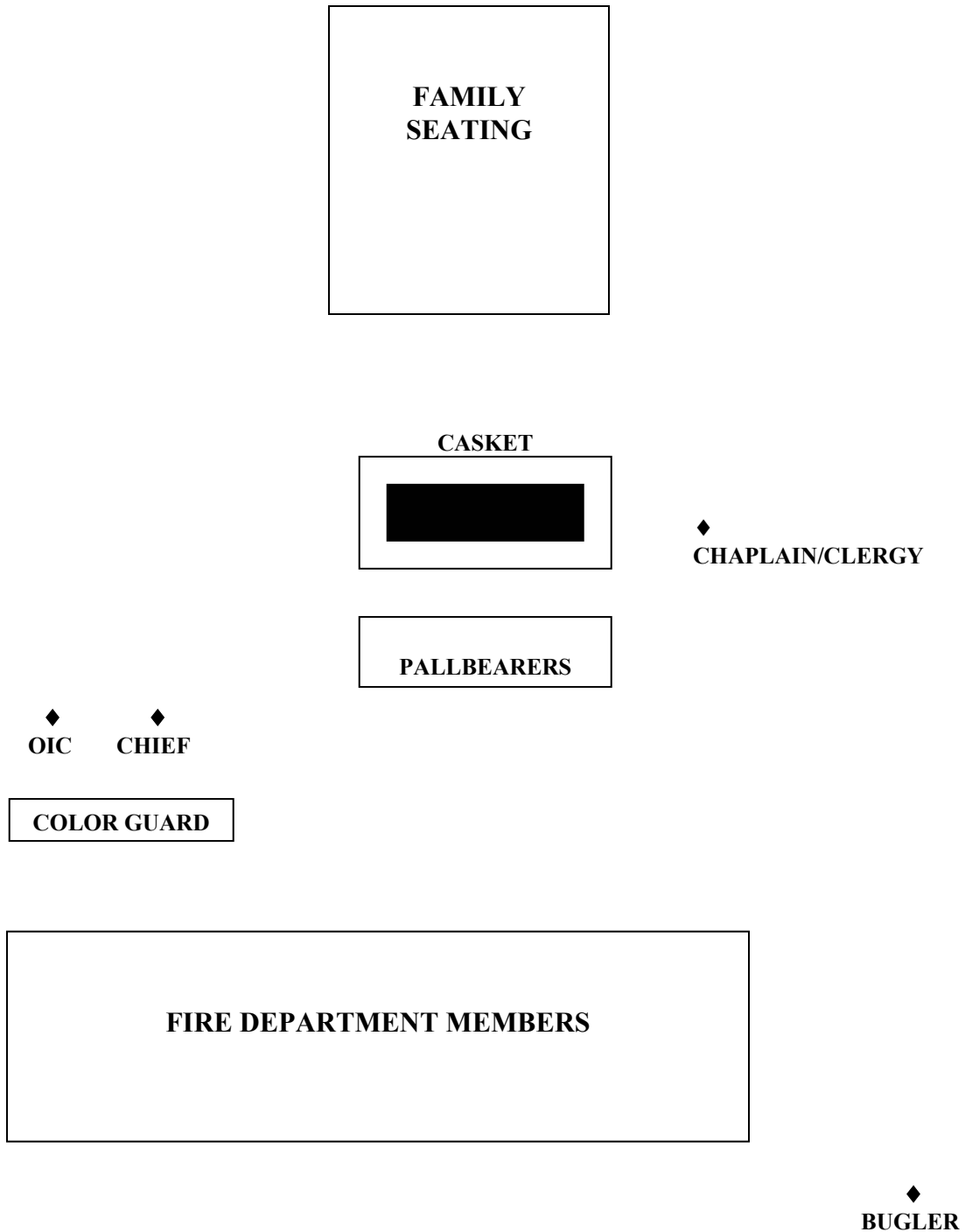
APPENDIX 4

SUGGESTED CHURCH FORMATIONS



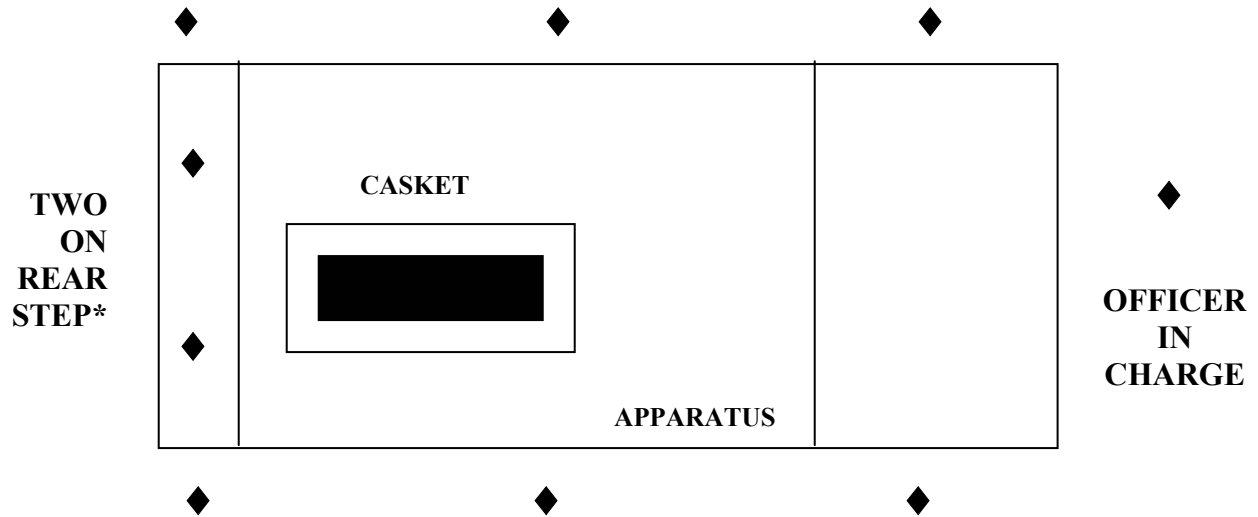
APPENDIX 5

SUGGESTED FINAL COMMITTAL SERVICE FORMATIONS



APPENDIX 6

PALLBEARERS' LOCATION WHEN MARCHING



**Note: Check to see if this practice is allowed in your jurisdiction.*

APPENDIX 7

MILITARY STANDARDS

POSITION OF ATTENTION

Assume the position of “Attention” on the command of “**Attention.**”

To assume this position, bring the heels together smartly so that the heels are on the same line with the toes pointing out equally, forming an angle of 45 degrees. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square and even.

Let the arms hang straight, without stiffness, along the sides with the back of the hands outward. Curl the fingers so that the tips of the thumb are alongside and touching the first joint of the forefingers. Keep the thumbs straight and along the seams of the trousers with all fingertips touching the trouser leg.

Keep the head erect and hold it squarely to the front with the chin drawn slightly in so that the axis of the head and neck is vertical. Look straight to the front.

Rest the weight of the body equally on the heels and balls of the feet. Remain silent except when replying to a question or when directed otherwise.

POSITION OF PARADE REST

Parade rest is commanded from the position of “Attention” only. The command for this movement is “**Parade, Rest.**”

On the command of execution “**Rest,**” move the left foot ten inches to the left of the right foot. Keep the legs straight, resting the weight of the body equally on the heels and balls of both feet. Simultaneously place the hands at the small of the back, centered on the belt line. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward.

Hold the head and eyes as at the position of “**Attention.**” Remain silent and do not move.

“**Stand at, Ease,**” “**At Ease,**” or “**Rest**” may be commanded from this position.

STAND AT EASE

The command for this movement is “**Stand At, Ease.**” On the command of execution “**Ease,**” execute “**Parade, Rest**” but turn the head and eyes directly toward the officer in charge. “**At Ease**” or “**Rest**” may be commanded from this position.

AT EASE

The command for this movement is “**At Ease.**” On the command “**At Ease,**” movement is allowed but personnel must remain standing and silent with the right foot in place. “**Rest**” may be commanded from this position.

REST

The command for this movement is “**Rest.**” On the command “**Rest,**” **NO** talking, smoking, or drinking are allowed unless otherwise specified. Personnel must remain standing with the right foot in place. “**At Ease**” may be commanded from this position.

HAND SALUTE

The hand salute is a one-count movement. The command is “**Present, Arms.**” On the command of execution (“**Arms**”), raise the right hand to the head dress. With the tip of the forefinger touch the rim of the visor slightly to the right of the right eye. The fingers and thumb are extended and joined, palm down. The outer edge of the hand is barely canted downward so that neither the palm nor the back of the hand is visible from the front. The upper arm is horizontal with the elbow inclined slightly forward and the hand and wrist straight.

Order arms from this salute in a one-count movement. The command is “**Order, Arms.**” On the command of execution “**Arms,**” return the hand smartly to the side, resuming the position of attention.

When uncovered or when wearing a head dress without a visor, the hand salute is executed in the same manner as previously described, except the tip of the forefinger touches the forehead near the eyebrow and slightly to the right of the right eye.

APPENDIX 8

TRADITIONAL METHOD FOR FOLDING THE FLAG OF THE UNITED STATES

Hold the flag flat with one person holding each end of the flag.

- (A) Fold the flag lengthwise once.

Fold the lower striped section of the flag over the blue field.



A)

- (B) Fold the folded edge over to meet the open edge.



B)

- (C) Start a triangular fold by bringing the striped corner of the folded edge to the open edge.



C)

- (D) Fold the outer point inward parallel with the open edge to form a second triangle.

Continue folding until the entire length of the flag is folded into a triangle with only the blue field and margin showing.



D)

Tuck the remaining margin into the pocket formed by the folds at the blue field edge of the flag.



E)

- (E) When properly folded, the flag should resemble a three cornered (cocked) hat.



APPENDIX 9

SUGGESTED “LAST ALARM” CEREMONY

The chaplain or a department member reads the following:

Throughout most of history, the lives of firefighters have been closely associated with the ringing of a bell. As they began their hours of duty, it was the bell that started it off. Through the day and night, each alarm was sounded by a bell, that called them to fight fire and to place their lives in jeopardy for the good of their 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 well done, and the bell rings three times in memory of, and, in tribute to, his (her) life and service.

The Officer-in-Charge calls everyone to Attention.

The Color Guard is called to Present Arms.

The bell is struck three times.

The Color Guard is called to Order Arms.

The firefighters are seated (if in church or funeral home).

The chaplain offers a closing prayer.

APPENDIX 10

SAMPLE ORDER OF EVENTS

Funeral Service for Firefighter John Doe
Sample Fire Department

October 1, 2003

- 1:00 p.m. Arrival of hearse at church
- Honor Guard Posted
Color Guard Posted
- 1:30-2:00 p.m. Arrival of guests, fire personnel, and fire apparatus
- Fire personnel placed in formations
Explanation of commands to be given
 Attention
 Present Arms
 Order Arms
- 2:00-2:15 p.m. Arrival of family and processional
- Pallbearers remove the casket
Procession enters the church
 Minister
 Color Guard
 Pallbearers and casket
 Honorary pallbearers
 Family and friends
 Department members
 Members of other fire departments
- 2:15-3:00p.m. Funeral service (options)
- Music
Remembrances
Readings
Eulogy
Sermon
Presentation of badge
Walk-by of fire personnel
Benediction

3:00-3:15 p.m.	Funeral recession	Minister Color Guard Pallbearers and casket Honorary pallbearers Family and friends Department members Members of other fire departments
3:15-4:00 p.m.	Procession to place of final committal (Order of vehicles)	Lead escort Host department engine Hearse (It may be the same if an apparatus serves as caisson) Family limousines Pallbearers' vehicle Honorary pallbearers' vehicle Honor Guard vehicle Host department Chief's vehicle Other host department vehicles Police vehicles Local officials' vehicles Vehicles from other fire departments Vehicles from other emergency service departments Vehicles of friends or other private Vehicles Rear escort
4:00-4:15 p.m.	Graveside processional*	Color Guard Members of host department Members of other fire departments Honorary pallbearers Minister Pallbearers and casket Family Friends
4:15-4:45 p.m.	Graveside service options*	Opening prayer Words to the family Final prayer Last Alarm ceremony

Taps
Presentation of the flag
Benediction
Dismissal

4:45 p.m. Graveside recessional*

Color Guard
Members of host department
Members of other fire departments
Honorary pallbearers
Minister
Pallbearers and casket
Family
Friends

*The family may choose to have the body or ashes placed in a crypt. In this case, the same protocols apply. However, the Final Committal Service Officer should modify them appropriately to fit the specific circumstances.

APPENDIX 11

HANDLING DIGNITARIES AT FIRE DEPARTMENT FUNERALS

When a firefighter dies in the line of duty, many elected officials and fire service leaders show their respect by attending the funeral or memorial service. While the family of the fallen hero should always command the most attention, departments should also be prepared to handle dignitaries who plan to attend.

Most departments understand that their local elected officials will attend the ceremony honoring a local firefighter. Senior elected officials may even have a role in the fire department funeral. Since the World Trade Center disaster, more state, national, and international officials have attended fire service funerals, especially those that involved multiple fatalities or received special attention.

Departments should be prepared to handle attendance by the following dignitaries:

Federal Officials

- President or Vice President
- Cabinet Members, including Secretary of Homeland Security
- Members of Congress
- FEMA Director
- United States Fire Administrator
- Other Federal agency officials, including U.S. Forest Service and Department of Interior officials, may attend a wildland firefighter's ceremony

State and Local Government Officials

- Governor or Lieutenant Governor
- State Legislators
- State Fire Marshal or Agency Officer with Fire Program Oversight
- Local Elected Officials, including city and county

National and State Fire Service Officials

- IAFC President, Officers, or Division/District Representatives
- IAFF General President, Officers, or Division/District Representatives
- National Volunteer Fire Council President or Officers
- State Fire Chief Organization Officers
- State IAFF Officers
- State Volunteer Fire Council Officers
- National Fallen Firefighters Foundation Representative

A department should include a section or branch to handle dignitaries in its official line-of-duty death funeral plan. Many departments establish an Incident Management System to run the funeral or memorial service.

Here are some actions to consider:

- Immediately assign a dignitary coordinator, and publicize this person's contact information. If necessary, assign others to assist.
- Prepare a fact sheet with pertinent information on the department, the fallen firefighter, and the ceremony.
- As soon as possible, make contact with the dignitaries' coordinators. Senior level government officials may have both a security detail and a staff point of contact. Be prepared to handle different requests for the same senior official's appearance.
- Establish a plan for meeting and transporting dignitaries to the service.
- Set up a seating plan, and designate a holding area for dignitaries.
- Determine in advance if any of the dignitaries will be introduced or acknowledged during the service. If so, by whom?
- Determine if dignitaries will speak during the service. This decision must be made in consultation with the family. Decide on the length of the remarks and in which part of the service.
- Decide the order in which dignitaries will ride in the procession and stand at the graveside service. Remember that the family members should always be in the first cars before any dignitaries.
- Determine if dignitaries will have direct contact with the survivors. This is best done in a private setting with no media coverage. Make sure the family wants this to happen.
- Provide information to dignitaries before their arrival. If possible, provide dignitaries with a background sheet and a summary of events, even if they are not speaking at the service.
- Be aware that agendas, schedules and even the people coming may change several times up to the actual event. Stay flexible!

Sample

BACKGROUND SHEET

Funeral/Memorial Service Information

Date:

Time:

Location:

Type of service: (funeral or memorial service):

Estimated length of service:

Dignitary Coordinator:

Coordinator's contact information: (phone/cellphone/pager/email)

Fallen Firefighter/Department Information

Name of Fallen Firefighter:

Age:

Name of Department:

Status: (career/volunteer/contract)

Length of service:

Date of Death:

Brief Description of the Incident:

Name, relationship and age of each immediate survivor:

Name of Chief:

Contact information:

Special circumstances, if any:

Note: the Dignitary Coordinator should complete a sheet for each dignitary who will attend the service.

Dignitary Information Form

Name:

Title:

Name of dignitary's chief of staff or designated point of contact:

Contact information:

Names and titles of people who will accompany dignitary:

Estimated Time of Arrival in area:

- mode of transportation?

Estimated Time of Departure:

- mode of transportation?

Will dignitary require local transportation to/from ceremony?

Are there security considerations?

If so, contact information for security detail coordinator:

Special requests:

Connections to fire service or member of the fire service:



SURVIVOR ACTION OFFICER RESPONSIBILITIES

1. As a direct representative of the Fire Chief, the Survivor Action Officer should receive the full cooperation of the entire fire department. The Survivor Action Officer will appoint assistants and delegate responsibilities as required to successfully complete all assigned duties.
2. The Survivor Action Officer is responsible for the management of several important activities. The principal concern is the ongoing welfare of the next of kin. The officer shall render all necessary assistance to help the family through the crisis.
3. The Survivor Action Officer coordinates and supervises the activities of a number of key personnel assigned to handle the specific aspects of the funeral arrangements and to assist the surviving family. These key personnel include:
 - a. Family Liaison Officer - Remains on call to the surviving family 24 hours a day to assist and support as needed. Provides the Survivor Action Officer with regular updates on the family's status and needs. This officer probably needs a backup to provide on-going assistance over a multi-day period.
 - b. Funeral Officer - Provides coordination and interaction with the Funeral Director and other personnel on funeral arrangements.
 - c. Service Officer - Provides coordination and interaction with the church to arrange the funeral service.
 - d. Final Committal Officer - Provides coordination with others involved in the funeral arrangements in order to arrange all details at the final committal site.
 - e. Procession Officer - Arranges and directs the funeral procession.
4. Additional duties for the Survivor Action Officer include:
 - a. Assuring that next-of-kin notification has been properly accomplished.
 - b. Officially notifying all fire department stations of the death and passing on the order to have flags lowered to half-staff and making arrangements to notify off-duty and vacationing personnel.
 - c. Notifying the following personnel and agencies, as appropriate, of the death:
 - (1) Union president and/or Firefighters Association representative (national, state and local)
 - (2) Officials from other local government offices

- (3) Other fire and police departments
- d. Making appropriate follow-up contacts when the funeral arrangements and schedules have been determined.
- e. Working with the Family Liaison Officer to determine the desired method of collecting the deceased firefighter's personal items from the fire station.
- f. Conducting a coordination meeting with the key personnel as soon as possible so that everyone understands the family's wishes regarding options chosen for the funeral ceremony. Once the funeral procedures are established, instructing all key personnel to make the appropriate contacts and setting a date and time for a final coordination meeting.
- g. Conducting a final coordination meeting with key personnel to:
 - (1) Establish schedule and timetables.
 - (2) Identify times and places for group gatherings as required by the ceremonies.
 - (3) Contact all appropriate individuals and agencies with the schedule, meeting places, and special instructions.
- h. Serving as a key contact person for outside agencies, news media, and other fire departments in relation to the death and subsequent ceremonies. This duty may be handled by a department Public Information Officer.
- i. After obtaining family approval through the Family Liaison Officer, making appropriate arrangements for a post-funeral reception and a facility to handle a large group of people.
- j. Arranging for a fire department member to be on hand at the residence to assist the family and provide for security during the funeral and funeral-related activities. Additional meals for immediate family members will be provided as needed.
- k. In career departments, coordinating with the appropriate local government office to arrange for a final paycheck and for the completion of any required paperwork.
- l. Contacting neighboring fire departments and arranging for mutual aid stand-in fire companies during the funeral.
- m. Ensuring accessibility to the family for the duration of the funeral process.

- n. Coordinating meals for the family and assuring ongoing family contact by the Family Liaison Officer.
- o. Assuring that all department functions continue as required.

FAMILY LIAISON OFFICER

In every incident involving the death of a firefighter, or when the death of an injured firefighter appears imminent, the Fire Chief will assign a Family Liaison Officer. This individual will perform the following duties:

1. Be readily available with a fire department vehicle, pager, and portable radio for the entire funeral process.
2. Immediately report to the deceased's residence or that of the next of kin, or to the medical facility or morgue, and provide reassurance and support to the family. Ensure that the **NEEDS OF THE FAMILY** come before the wishes of the department or any other officials.
3. Be prepared to discuss all aspects of the funeral process and relay to the Fire Chief the family's wishes on the level of the department's involvement in the funeral process. These considerations include:
 - a. What the department can offer in the way of assistance based on the type of death
 - b. Churches with seating capacities large enough to accommodate projected attendance at the funeral. First, any alternate churches will need to agree that the family minister or fire department chaplain may officiate at the service.
 - c. Fire department funeral ceremonial options (i.e., gun salute, presenting of the flag, playing of Taps, Last Alarm, the ladder archway, etc.)
 - d. Proper recognition for the family and friends during the funeral and funeral procession
4. Ask the family to select six or eight primary pallbearers and the optional honorary pallbearers. Make suggestions only if the family asks for some.
5. Assist the family in determining:
 - a. The type of final committal
 - b. The funeral home to use
 - c. The clergy to use
 - d. The place of final committal
 - e. Whether to bury the deceased in a fire department uniform and, if so, how to obtain one

- f. Alternate clothes for burial and delivering them to the funeral director
 - g. A photograph of the deceased and delivering it to the funeral director
 - h. Length of the wake and a tentative schedule
 - i. The length of the funeral service to include:
 - (1) Readings and readers
 - (2) Music and musicians
 - (3) Deliverer of the funeral tribute and/or eulogy
 - (4) Inclusion of a "Last Alarm" bell service
 - j. Ceremonies at the place of final committal:
 - (1) Band or Piper
 - (2) Singing
 - (3) Honor Guard/Firing Party
 - (4) Readings
 - (5) Last Alarm Service
 - (6) Taps
 - (7) Use of an engine, a caisson or a hearse
 - (8) Use of an engine or ladder truck to carry flowers
 - (9) Personnel walking alongside the caisson or riding in the procession
 - k. Any other special considerations
6. Be available to the family on a 24-hour basis to assist in any way necessary.
7. Address the following items with the family:
- a. Autopsy report
 - b. Obtaining birth certificates, marriage certificates, death certificates, or VA or military records

- c. Determine the benefits for which the survivors may be eligible, including:
 - (1) Fire department benefits due to surviving beneficiaries
 - (2) VA spouse and children's benefits and burial benefits
 - (3) Social Security benefits
 - (4) Federal Public Safety Officers' Benefits for spouse and other survivors
 - (5) State benefits for survivors of fallen firefighters
 - (6) Educational assistance and scholarship programs for spouses and children
 - (7) Life and health insurance plans (personal and city) including funeral benefits
 - (8) Final paycheck, including sick leave, vacation payoff, and W-2 forms
 - (9) Deferred compensation account
 - d. Offer to identify lawyers, accountants and/or financial advisors to assist with legal and financial issues. Ask the family if they already have advisors to help with the following:
 - (1) Transfer ownership of property and vehicles to survivors
 - (2) Review all outstanding bills before payment by survivors for legality and accuracy. This should include last illness, previous debts, and funeral expenses. Some bills may be covered by insurance.
 - (3) Change name on all bank accounts
 - (4) Check on mortgage insurance
 - (5) Explore damages resulting from the circumstances of the death
8. Be constantly alert for ways to help the family of a fallen firefighter cope with the tragedy. Immediately relay any special needs to the Fire Chief to obtain the resources to meet those needs.

FUNERAL OFFICER RESPONSIBILITIES

1. Coordinate with the Family Liaison Officer and the funeral director to insure that the funeral wishes of the deceased firefighter's family are carried out.
2. Attend all meetings called by the Survivor Action Officer to determine the following:
 - a. The schedule of events and the length of the funeral service
 - b. Whether fire department vehicles will serve as a caisson or flower carrier. If they are not used, make alternate arrangements with the funeral director.
3. If the firefighter's immediate family has not requested limousine service from the funeral home on the day of the funeral, ask the funeral director to provide the service and send an invoice for the service to the fire department.
4. Coordinate with Honor Guard members to establish an Honor Guard schedule at the funeral home and church.
5. Coordinate with the departments involved and with the funeral director a formal walkthrough of uniformed personnel. This includes seating arrangements.
6. Work with the fire department chaplain or clergy member designated by the family to coordinate any prayer services to be conducted at the funeral home and forward this information to the Survival Action Officer.
7. Develop a schedule for uniformed personnel to follow the day of the funeral at the funeral site. This includes:
 - a. Arrival time for uniformed personnel and specific instructions where to gather
 - b. Briefing and practice of formations that will be present when the casket is removed
 - c. Briefing on proper protocols for entering and leaving the funeral site
8. Coordinate vehicle staging with the Procession Officer, including arrangements for fire department vehicles. Ensure the availability of sufficient personnel to properly direct and stage incoming apparatus and vehicles.
9. Obtain from the Family Liaison Officer the uniform or other clothing that the deceased will wear during viewing and deliver it to the funeral director.
10. Coordinate with the Family Liaison Officer on special readings or eulogies.
11. Obtain white gloves for all fire department pallbearers.

PROCESSION OFFICER RESPONSIBILITIES

The Procession Officer is responsible for coordinating the procession from the funeral home to the church or other service area (if necessary) and from there, or other funeral site, to the place of final committal. Duties include:

1. Attend all coordination meetings to determine the following:
 - a. Name of the funeral home
 - b. Name of the church or other service location
 - c. Name of the place of final committal
 - d. Use of an engine as a caisson or a conventional hearse
 - e. Use of an engine as a flower carrier
 - f. Schedule of events the day of the funeral
 - g. The logistics of the procession:
 - (1) Honor Guard
 - (2) Band or Pipers
 - (3) Pallbearers
2. Establish a system for staging and coordinating vehicles at all locations where funeral activities will occur. Coordinate the vehicle staging with appropriate key personnel (service officials, officials at the site of final committal). Ensure that sufficient personnel are available at all staging locations to efficiently direct and stage apparatus and vehicles.
3. Coordinate with the Family Liaison Officer to determine any special circumstances affecting the procession. These may include:
 - a. Passing the firefighter's home, fire station, or other special location
 - b. Special static displays of equipment and personnel at locations on the procession route
 - c. The use of crossed aerial ladders at the entrance to the site of the final committal or other location. If used, contact the Survival Action Officer to obtain the necessary apparatus.
4. Contact the local law enforcement authorities for assistance in working with the funeral director to:

- a. Establish routes for the procession.
 - b. Determine traffic control needs.
 - (1) Traffic rerouting and street closings at the funeral home and funeral site. Contact the appropriate government agency or department to obtain barricades if needed.
 - (2) Traffic control at any special assembly points.
 - (3) If necessary, posting "No Parking" signs around the funeral home, funeral site, and any other assembly points.
 - (4) Directing of staged vehicles as they line up for procession(s).
 - c. Arrange for procession escorts.
5. Develop maps showing the procession route and other needed information. Maps will be handed out at the briefing at the funeral site prior to the beginning of the service and sent to attendees from out of town. Post them on the department's website along with times and required dress.
6. Align vehicles in the procession in coordination with the funeral director:
- a. Lead Escort
 - b. Fire department vehicle used as flower carrier
 - c. Hearse or engine used as caisson
 - d. Family vehicles
 - e. Pallbearers (if not riding on flower vehicle and caisson)
 - f. Honorary pallbearers
 - g. Honor Guard/Color Guard
 - h. Fire Chief's vehicle
 - i. Other host fire department vehicles
 - j. Local law enforcement vehicles
 - k. Local officials' vehicles

- l. Vehicles from other fire departments
 - m. Vehicles from other police department
 - n. Vehicles of family friends and other private vehicles
 - o. Rear Escort
7. If fire department apparatus serve as a caisson and/or flower vehicle, contact the Survivor Action Officer and determine which apparatus will be used. Ensure the following preparations have been made:
- a. Apparatus is thoroughly cleaned and hose beds stripped.
 - b. Hose dividers are removed from the apparatus serving as a caisson.
 - c. The hose bed on the caisson engine is adapted to easily facilitate casket placement and removal. This needs to be coordinated with the funeral director.
 - d. Apparatus operators wear full dress uniforms while driving.
 - e. Deceased firefighter's bunker gear is placed in a riding position on the caisson with the bunker boots turned backwards.
 - f. If used, bunting and/or funeral flags are affixed to the apparatus.

FUNERAL SERVICE OFFICER RESPONSIBILITIES

The Funeral Service Officer has the primary responsibility of coordinating all of the activities and ceremonies at the church or funeral site. Duties include:

1. Attend coordination meetings and obtain the following information from the Survivor Action Officer and Family Liaison Officer:
 - a. Schedule of events
 - b. Location of the service
 - c. Clergy involved, including the fire department chaplain
 - d. Readings and readers
 - e. Type and length of service
 - f. Requested ceremonial items:
 - (1) Badge presentation
 - (2) Special readings
 - (3) Special eulogies
 - g. Music and musicians
 - h. Information on the deceased firefighter, both professional and personal. Give this information to the person delivering the tribute or eulogy.
2. Contact the Procession Officer and coordinate vehicle staging at the service location.
3. Make seating arrangements for those attending the service. In addition to family members, provide dedicated seating for:
 - a. Pallbearers
 - b. Honor Guard
 - c. Uniformed personnel
 - d. Dignitaries
4. Determine the formations to be used and coordinate them during the arrival and removal of the casket from the location of the service. Review military commands for the

formations and issue them when appropriate.

5. Develop a program for the service and give it to the Family Liaison Officer to discuss with the family. Ask if they want any special prayer cards and, if so, provide a draft.
6. After approval by the family, print the program and prayer cards, if used.

FINAL COMMITTAL SERVICE OFFICER RESPONSIBILITIES

The Final Committal Service Officer is responsible for the preparation and coordination of events at the site of the final committal. These duties start at the time the procession vehicles arrive and people exit the vehicles. The officer is also responsible for liaison with personnel who manage and operate the final committal site. Duties include:

1. Attending coordination meetings and obtaining the following information from the Survivor Action Officer and Family Liaison Officer:
 - a. Type of final committal:
 - (1) Burial
 - (2) Placement in a crypt
 - (3) Cremation
 - b. Family requests:
 - (1) Final Alarm Service
 - (2) Taps
 - (3) Firing Party
 - (4) Readings and readers
 - (5) Music and musicians
2. Schedule and coordinate the sequence of events that will take place at the final committal site. This includes coordinating any special requests received from the Survivor Action Officer or Family Liaison Officer.
3. Develop the type of formations for the uniformed personnel and their locations. Issue appropriate orders consistent with military standards.
4. Ensure that the officials at the final committal site take care of all necessary items, such as:
 - a. Overhead protection for immediate family
 - b. Seating for the immediate family
 - c. A public address system if needed

5. Ensure that Honor Guard members are thoroughly familiar with folding and presenting the flag to the next of kin.
6. Coordinate with the Survivor Action Officer to see if any family members have medical conditions requiring emergency medical personnel and equipment at the site.
7. Upon dismissal of the formation, announce the location of the post-funeral reception, if any.