

Funeral Team Guidelines

National Fallen Firefighters Foundation

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Forward

Coordinating a Line-of-duty death requires compassion, understanding and expertise. One must have compassion for the survivors, both family and fellow fire service members. One must understand the many emotions that may surface; some healthy and some not so healthy. And one must have expertise; know how to watch and listen to people to determine their needs, and to understand funeral protocol while integrating various religious and non religious beliefs.

The survivors must always be consulted to determine their desires and needs. Some religious beliefs will prohibit some or all fire service involvement in the funeral process. In cases where survivors do not want fire service involvement due to religious beliefs or due to ill feelings towards the department, consider a separate memorial service at a later time; invite the survivors to the memorial service too. This funeral planning guide is not intended to supersede family desires; however, this guide works well once survivors have indicated they wish fire service honors.

When assisting fire agencies with the funeral process, one must remember that you are there as a facilitator. One must never “take over” unless specifically asked to by the requesting agency. Requesting agencies need to fully participate in the funeral process. Their participation centers on pride and in the need to “bury their own.” Participation is the beginning of their healing process. The facilitators must be transparent and merely guide the agency in planning and, when asked, participation. At the funeral’s conclusion, survivors and the general public should only have recognized the agencies efforts and not that of any outside group.

Funeral planning and implementation requires an expertise that takes time to develop. Each funeral typically offers different challenges and expertise comes after planning and conducting many funerals. At the beginning of any funeral, however, one must develop a relationship with the funeral director and clergy (if used). After meeting with the department and determining the survivors’ wishes, a meeting needs to take place with the funeral director. Inform the funeral director that they are in charge and you are there to assist in protocol; a successful plan involves winning the funeral director’s confidence. For those relatively new to funeral planning and even those with experience will find a cooperating funeral director as a wealth of expertise and have a willingness to teach. If a church and clergy are used, religious protocol must be observed. Meet with officiating clergy to determine and integrate allowable protocol.

The length of a service needs to be considered. Integrating protocol lengthens the service and appropriate time limits need to be established. Planning a large and complex memorial service requires the coordination and cooperation of many agencies and individuals. Those involved in the planning process must remain flexible and adaptive to changes. Communication is the key to successfully coordinating the efforts of those involved.

In conclusion, this manual is intended to be generically instructive and not inclusive of all the various regional protocols as customs, climate and other factors influence burial practices. Planners are encouraged to modify this plan to meet regional needs.

Chief Dan Hermes
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National Fallen Firefighter Foundation

Pre incident checklist

- A. Develop department standard operating guidelines that:
- are easy to follow during an emergency
 - clearly iterates immediate roles and responsibilities
 - identifies important procedures and resources that may be overlooked during such a stressful time
 - covers deaths attributable to emergency, vehicular and station incidents, both traumatic and physiological (heart attack, stroke, personal illness)

Sample Guidelines may be found on the National Fallen Firefighters Foundation website at <http://www.firehero.org/index1.aspx?BD=7690>.

- B. Notification procedures in place.

Next-of-Kin notification plan (Appendix T)

Department and outside agency notifications (Appendix L)

- Department On- and off-duty personnel notification plan
- Department officials
- Elected officials and key community leaders
- Outside agencies

- C. Department assignments established.

- Next-of-Kin notifications (Appendix T)
- Agency Notification Officer (Appendix L)
- Operations Officer
- Public Information Officer
- Investigations (Appendix R)
- Family Liaison (Appendix O)

Next-of- Kin Notification [Employee emergency contact information] (Appendix S)

Determine local resources – examples include:

Funeral homes offering free or discounted services
Cemeteries offering free or discounted services
Transportation-buses, car rentals
Child and adult day care
Animal care
Financial institutions-trust funds
Hotels

Initial Incident Actions

_____ Maintain command over any active incident

- Assign new sectors as needed to oversee firefighter rescues, recovery, etc.
- Consider replacing any on-scene emotionally distraught personnel
- Do not transmit any injured/deceased personnel names over radios

_____ Notify next-of-kin (Appendix T)

_____ Assign Hospital/Morgue Liaison (Appendix Q)

_____ Assign a public information officer

- Do not release any injured personnel names until notified by the Family Liaison Officer
- Isolate media to an area that:
 - Allows for appropriate event coverage
 - Enables efficient and timely press releases
 - Prohibits inadvertently overhearing emergency personnel
- Prepare a fact summary about the firefighter and the incident
- Prepare a written statement for the chief or spokesperson to release to the media; hold a briefing

_____ Activate department notification plan (Appendix L)

- Notify department members (On and off-duty)
- Notify elected officials and key community members
- Notify any required local, state, federal agencies

_____ Arrange for critical incident debriefing for department members.

_____ Investigation (Appendix R)

- Secure and isolate the scene
- Recover and secure any of the deceased's gear or equipment as evidence
 - Document the condition of all safety equipment
 - Impound any evidence
- Determine the type of firefighter fatality investigation to conduct in addition to the NIOSH investigation (i.e. internal or external board of inquiry; arson-, accidental- or homicide-related) and activate appropriate investigating agencies
- Collect official statements from individuals
- Determine if an autopsy will be conducted

- Autopsy Guide : *Firefighter Autopsy Protocol*, United States Fire Administration, 1991 Available online at <http://www.usfa.fema.gov/downloads/pdf/publications/fa-156.pdf>. Contact: United States Fire Administration at www.usfa.fema.gov USFA Publications Center, 16825 S. Seton Avenue, Emmitsburg, MD 21727 (800-561-3356)

Initial Meeting with Fire Department

Explain funeral committee's assistance role

- To advise or assist to any level requested
- To work in the background in support of the fallen firefighter's department

Ascertain family's wishes regarding fire department involvement in funeral service.

Determine appropriate level of honors: (Appendix K)

LEVEL ONE - Death as a result of line-of-duty or job-related. This may include an inactive member whose death has stemmed from an injury sustained during active duty.

LEVEL TWO - Death of an active member, non-job related.

LEVEL THREE - Death of an inactive member, non-job related, or of an affiliate member.

(Committee notes: We should advise departments which level we think may be appropriate. However, we will honor their wishes if they choose otherwise.)

Based upon preliminary wake and funeral plans, discuss appropriate preliminary options with fire department:

American Flag (Appendix A)

- On casket- does not have to be a veteran; however, funeral home will provide flag for veterans.
 - If a veteran, will VFW or other military organization fold and present the flag to family? If not, the fire department should fold the flag and present.
- Flown half mast- community/department decision; however, federal and state law is restrictive on this—may seek state governor's approval. As a suggestion, advise to lower for a "Level One" only, and only until sunset the day of the funeral.

Badge Shrouds (Appendix B)

- Worn by fallen firefighter's department. Suggested duration (local choice):
 - Level One - one month from time of death.
 - Level Two- two weeks from time of death.
 - Level Three- until the day after funeral.

Bagpiper (Appendix C)

- What local resources are available? www.bagpipers.com has a state-by-state listing.

Bell Service (Appendix D)

- Use two people from the fallen firefighter's department - one reader and one bell ringer.

Bugler (Appendix F)

- Resources
 - Local recruiter station, VFW or American Legion. (These organizations may have a recording available as a last resort)
 - Check local high schools, community colleges, band/music directors.

Color Guards (Also considered Honor Guards)

- Does department have a color guard?
- Other area resources.

Crossed Ladders

- Secure two trucks for entrance to cemetery, or other suitable location.
 - Acquire a large U.S. flag to hang from crossed ladder apex. Ladders are crossed for chief officers and form an apex for others.
 - Flags may be found in use at local businesses or purchased from area distributors.

Eulogy (Appendix W)

- Do any department members wish to eulogize the deceased? (Family approval is needed.)
 - If so, provide guide sheet.

Fire Engine Caisson

- If used, only fire department members load and unload casket.
- Is hose bed less than 8 feet high? May need to build a platform.
- Will need two members additionally assigned to the tailboard and four or six members assigned to the top of the engine.
- Assign training time for morning of funeral.
- Will deceased member's children/family want to ride in the caisson?
- Vehicle bunting (Appendix G)

Fire Service Flag (Appendix P)

- If not using an American flag on casket:
 - Offer fire service casket flag.
- Both American and fire service flag can be used together-one on casket for folding and the other pre folded for presentation.
- Determine who will fold flag(s) at committal: Military personnel, pallbearers, honorary pallbearers? Special department unit such as deceased member's company/crew?

Flower Unit

- Does the department wish to supply a vehicle to transport flowers?
 - Flowers may not be allowed to be taken to the cemetery-check with funeral director.

Gloves

- Will pallbearers and honor guards need white gloves? Check with a uniform shop or funeral director for a supply.
 - Pallbearer gloves may be left on casket at interment conclusion.

Honor Detail

- Department members
 - Uniforms: class "A" or attempt to dress the same.
 - Transportation arrangements (also consider their families transportation).
- Visiting departments
 - Notify other departments
 - Radio, telephone, police leads message, e-mail.
 - Estimation on size (RSVP telephone number) not reliable and not recommended.
 - Luncheon plans after funeral
 - Use department Web site to post maps or special directions.

Marching Band

- Consider for short walk, such as intercept three blocks to/from church, funeral home or cemetery. Check local schools as resource.

Notifications

- **Next-of-kin notifications** (Appendix T)
- **Department notification plans** (Appendix L)

Pall Bearers

- Has the family requested uniformed department members?
 - Family or department selects six to eight pallbearers.
 - If family so chooses, a combination of civilian and fire department pallbearers may be used. (If using a fire department caisson - use the “hand-off” plan. This plan is available through the Foundation on video.)
- The department or family may assign honorary firefighters to escort the casket during movement.
 - These members may be used for the hand-off plan.
 - These members may only act as escort.

Photography

- Video or digital pictures?
- Resources include local cable TV, newspapers, and high school club.
- Prepare a final copy for the family following the funeral.

Presentations

- Determine what, if any, presentation will be made to the family at interment conclusion.
 - Flags (American, department, or other flag)
 - Deceased’s badge, helmet, hat or other articles?
 - Typically, the department chief makes the presentations. The chief may need assistant to carry items.

Press

- It is important to accommodate and include press in the tribute.
 - Notify press with all details, including procession route.

(Committee note: Committee members should not speak on behalf of the fallen firefighter’s department unless specifically requested by the department. Many times the press questions the Committee’s role in the service. The standard response should be: “On behalf of the (organization name) we are here to assist in paying tribute.”

Station Bunting

- Placement - Over station front door, or over station garage door with which vehicle the deceased was normally assigned would exit.
- Duration - Local choice, but as a suggestion:
 - Level One - One month from time of death.
 - Level Two- Two weeks from time of death.
 - Level Three- Until the day after the funeral.

Transportation

- How will department members ride in processions?
 - Have department plan by providing written detailed plans.
 - Use department vehicles
 - Acquire vans and buses if needed.
- Local dignitaries and firefighter families' needs-- vans? A bus?

Vehicle Bunting (Appendix G)

- Determine local resources.
- Include deceased gear on rear step?

Vehicle Procession (Appendix U)

- Which department units will be used?
- Will procession pass the deceased's house?
- Will procession pass fire station?
 - Missing man formation by standby crew?
 - Blow station siren when caisson passes?
- Will procession pass other fire departments?
 - Request company salute.
- Traffic control - Give route to police and request appropriate assistance.
 - Consider train tracks- get schedule (can request train stoppage).
 - If anticipating a long procession—will any businesses suffer due to road closures or traffic stoppage (cement companies, etc).

Wake/viewing (Appendix V)

- Will there be a walkthrough? Establish time.
- For recording attendance, use visitation cards, or request department patches.

Wake/viewing Honor Guards

- Determine funeral home posting times.
 - General rule-once posting honor guard, maintain until wake/viewing conclusion.
- Assign an officer to develop schedule and oversee operation at wake/viewing.

Walking Procession

- Three blocks prior to church/funeral home, or three blocks to, or at cemetery entrance.
 - Pipers, band, drummers can be used; color guard and pipers can lead the way.

Meeting with the Funeral Director

One of the most crucial elements of the funeral process is developing a positive working arrangement with the funeral director. Remember that the funeral is his/her legal responsibility and the company's reputation may be jeopardized should something go wrong.

- Explain your role as liaison. (You need to win their trust and support)
 - Family has requested fire department participation.
 - Confirm nothing is done, or movement made, without the funeral director's permission, and that they are ultimately in charge.
 - Explain that all planning will be confirmed with them before implementing.
- Confirm wake and funeral details.
- Work to develop final plans with funeral director.
- Review planning to date; also discuss:
 - Are white gloves needed?
 - Can flag be draped on casket or did family order a casket spray?
 - Staging location for Honor Guards.
 - Walkthrough planning.
 - Will they seat family and friends before the walkthrough?
- Funeral plans at church (Appendix J). Review planning to date; discuss:
 - Activity timing- who will do what.
 - Casket closure – removal of items that may be presented to family (**with family permission only**) such as badges, collar pins, hat and so forth.
 - Fire department flag use.
 - Pallbearer responsibilities - review who directs them and when.
 - Flowers - can department be of assistance in transportation or handling?
 - Firefighter and firefighters' family member seating – reserved seating?
 - Is dignitary seating needed?
- Procession plans (Appendix U). Review planning to date; discuss:
 - Staging fallen firefighter's department vehicles at church.
 - Develop written parking and processional plan.
 - (Committee assigns staging coordinator.)
 - Who will lead procession
 - Must know route and procedures, including cemetery plans.
 - Need ability to communicate with committee and caisson.
 - Final route of travel.
 - Pass by fire station?
 - Pass by deceased's home?
 - Processional order - engines, trucks, squads etc.
- Cemetery plans (Appendix I). Review plans to date. Also discuss:
 - Order of service following committal: Firing squad (or bell service), Taps, flag folding, presentations, final salute, reform ranks.
 - Luncheon plans, if any, need to be disseminated at cemetery.

Funeral

The funeral may take place at a church, funeral home or other facility. The following can be applied to each setting.

At Church (Appendix J): Meet with clergy

- Request clergy permission to conduct chosen church arrangements:
 - Casket flag in church - can flag stay on casket or is a pall used?
 - Bell ceremony - need place for bell in chapel rear, where will reading be done? Where would they like placement in service? Can it be printed in church program?
 - Eulogy - notify clergy if department is providing a eulogy.
 - Seating - determine which side of chapel may be reserved for fire service. Also request:
 - 1st row normally assigned for pallbearers.
 - 2nd row through whatever row in your estimation will accommodate department members and dignitaries. Seating for fire department families
 - Seating for visiting firefighters.
 - Bagpiper - If Amazing Grace is requested during service, when? Where can the piper begin recessional?
 - Recessional: Can a song be played while firefighters exit?

(It has worked well following this format: benediction, bell service, bagpipe- Amazing Grace played from chapel rear, organ plays a selection while firefighters are dismissed.)

- Discuss plans and clergy expectations at cemetery:
 - Clergy leads casket to grave.
 - Await our signal before beginning service.
 - Signals us when completed.

Sketch outside of building and develop plans for:

- Vehicle staging.
- Visiting firefighter staging and honor guard location.
- Positioning of FD caisson, flower unit, department vehicles.
- Press area.

Cemetery Plan

Cemetery procedures (Appendix I)

Go to cemetery and determine gravesite. Consider worst-case scenarios, such as walking distances, uneven or poor ground surface due to possible weather conditions.

(Note: interment chapel may be used)

Sketch cemetery streets (or ask cemetery officials for a map) and grave location (determine casket orientation).

Develop a parking plan with cemetery officials or funeral director.

Make sure large vehicles have sufficient clearances from any trees and obstructions, and have firm ground for their weight classification.

Determine hearse or caisson stopping point.

Determine crossed ladder location.

Determine any other special needs such as:

- Bugler location
- Rifle squad location
- Audio amplification if large crowds are expected.
- Communications needed for coordination/timing of groups and activities.

On-going Family Support after the Funeral

It is important to survivors that the department continues to provide support following the funeral. The following points provide family support guidance:

- Only promise what you actually can do--keep all your promises.
- Instead of saying "call if you need anything" offer to help with specific tasks and then follow through. For instance, say "I would like to come over on Thursday to fix the fence; is that alright with you?"
- Help with what the firefighter used to do -- yard work, fixing things around the house. Be part of the events the firefighter would have attended.

Note: While helping the survivors with daily activities is encouraged, it should be short term. Members must not lose sight of their own family obligations. Long term family support should utilize many department members.

- Continue to talk with the family about your memories of the firefighter. Most families want to hear about their loved one, even if it is emotionally difficult.
 - Some people have a tendency to avoid contact with survivors in fear of either not knowing what to say or evoking their emotions. If you don't know what to say, then ask how they are and provide comfort by showing concern. Family members will likely show emotion; this is alright!
- Remember that parents and siblings of fallen firefighters need support and contact just like spouses and children do.
- Continue to invite the family to Department functions, but don't be disappointed if they don't attend.
 - Department members may be an integral part of the survivors' primary social community, and, following the firefighter's death, may suffer yet another tragedy by being excluded from department activities and social events. Survivors should be encouraged to attend and participate in department and social functions. Let the family decide if they wish to attend functions.
- Remember that some events, such as holidays or the anniversary of the date of death, maybe especially difficult for the family. Even families who seemed to be doing well may need extra support and contact during these times.
- Contact the family before any information is released regarding information on investigations, incident reports, or any information related to their loved ones.

Remember to include the family in planning and delivering any special programs honoring their loved one.

- Provide survivors with information on the National Fallen Firefighters Foundation's programs for survivors. Contact the Foundation to get support for the family. (301) 447-1365; www.firehero.org; email firehero@firehero.org.
- Encourage the family to attend the National Fallen Firefighters Memorial Weekend and other local, state, and national tributes. Offer to help with travel arrangements, and attend with them whenever possible.

Tributes

Consider creating some kind of tribute to the fallen firefighter. This could be a local memorial such as a video tribute, a scrapbook, a scholarship in the firefighter's name. Prepare a tribute that is fitting for your firefighter and special to the family. See www.firehero.org for examples.

Fallen Firefighter Dedication (Template)

Opening Ceremony

Opening prayer

Welcome (done by dignitary such as mayor)

Honor Guard presents and posts colors

National Anthem (led by soloist if available)

Bagpipes (one or more bagpipers processing to general area playing Balmoral or other selected music)

Main Ceremony

Fire Chief's speech

Mayor's speech

Dedication

City Council Proclamation (if available, state proclamation can follow)

Station name and/or plaque unveiling (or other dedicate item)

Family member speech (if family desires)

Closing

Song [soloist or choir] (select appropriate song for occasion)

Closing prayer

Honor Guard retrieves colors

Bagpiper(s) begins playing and marches away after 1st half of song

Planning and Logistics

Dedication – Consider purchasing a memorial plaque, such as a 3D bust or an acrylic picture, which can be mounted on a fire station or other site being dedicated. Remember, there may be a few months of time necessary to produce custom plaques.

- Fire station – consider naming, and placing the fallen firefighter’s name, on an appropriate fire station.
- Other ideas include fire apparatus, parks, local government buildings, walkways, and schools.

Date - When selecting the dedication date, confer with the fallen firefighter’s family and consider a meaningful date such as the incident date or the firefighter’s date of death.

Invitations – create a preferred guest list and send out formal invitations. If general public is also invited, prepare timely press releases.

Program – Develop program and make arrangements for participants, such as soloists, bagpipers, color guards, Chaplain, and dignitaries. Consider printing the final program including a picture of the fallen firefighter.

Proclamations – consider lead time needed for state and local proclamations.

Photography – consider recording the event with video and digital pictures. Offer copies to the deceased firefighter’s family.

Post reception – consider a post event gathering and the need for any food or refreshments.

Setting

Location – will the ceremony be conducted indoors or outdoors? If outdoors, plan for possible adverse weather conditions. Tents may be needed or plan to move indoors if possible.

Seating – determine number of chairs needed and prepare a seating plan.

Sound – determine the need for a sound system; a sound system should be strongly considered if outdoors and/or if medium to large crowds are expected.

Flowers – consider decorating the area with flowers and corsages for family members.

Press – if press will be present, provide them with a suitable location, allowing for good camera angles and an area where they can conduct interviews. Prepare and distribute press releases before and after the event.

Appendix A American Flag

Used with the casket:

- The funeral director will provide a flag for veterans.
- The flag may be draped on the casket following casket closure.
 - The blue field (union) should be over the left shoulder.
- Secure flag to casket with a casket band.
 - If extremely windy - pin the flag to the band if using an open caisson.
 - If rain - use the clear cover when moving outdoors.

Notes:

- If casket is going into a church, clergy must grant permission.
- If a pawl is used (Catholic services), the flag is usually applied during the recessional and at the rear of the church.

Folding:

- Military personnel, VFW, American Legion's, and so forth, have the first obligation to fold the American flag for a veteran; if they are not available then the fire department should fold the flag.

Pre folded flag:

- The flag will typically be pre folded and displayed in the casket during the wake.
- Before casket closure on the day of the funeral, the funeral director will remove the folded flag and give to appropriate FD personnel (flag bearer) for presentation at the committal service.

Folding at grave site:

- After positioning the casket at the grave, pallbearers (or honorary pallbearers) will raise the flag to waist high and will keep the flag taut until they are commanded to fold the flag.

Note: It is recommended that the flag detail position at arm's length from the end of the casket, instead of over casket. This method allows the family a clear view of the casket and many times, due to vault location, there is not enough standing room around the grave.

Procedure:

The event sequence is Bang (rifle volley), Taps (bugler or tape recording), and Fold.

- Signal the detail to fold the flag.

- When folded, the flag is presented to a designated flag detail member, who will present the flag at chest level to the Chief, or a designee.
- The flag bearer salutes the flag for three seconds and then returns to his/her original position. The Chief, or designee, presents the flag to the next-of-kin.
- Command, *Present arms*
- The presenter states (as a suggestion), “This flag is presented on behalf of a grateful nation, as a token of our appreciation for the honorable and faithful service rendered by (name of deceased).”
- After presentation Command, *Order Arms*.
- All other presentations may be done after the American flag has been presented.

Flag Display:

Half-staff - The flag may be lowered to half-staff at the cities, village, or department’s discretion; however, it is recommended:

For Level One - up to 30 days from time-of-death.

For Level-two - until sunset the day of the funeral.

Saluting:

When in uniform, with head covered, indoors and outdoors, salute with the right hand when:

- Playing the national anthem
- The flag is raised or lowered
- Saying the *Pledge of Allegiance*
- The flag passes in a parade or review
- A flag-draped casket passes

Notes:

- We command a salute whenever we are hand-carrying the casket.
- Many departments do not have hats and uniforms, while not protocol let them salute in this manner if they desire.
- Civilians and non-uniformed members should place their right hand over their heart.

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.

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

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

- (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.

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

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



A)



B)



C)



D)



E)



Appendix B Badge Shrouds

Only the fallen firefighter's department should wear badge shrouds.

Suggested duration:

- Level One -One month from time of death
- Level Two-Two weeks from time of death
- Level three-Until the day after funeral

Resources:

Badge shrouds can be made using ½ inch or ¾ inch wide black elastic from a local fabric or craft store.

- Cut wide black elastic to length allowing enough overlap to staple together.

Black electrical tape can also be used.

Appendix C

Bagpipes

Funeral service options:

Lead the processional from:

- Church/funeral home to caisson
- Caisson into church
- Caisson to grave site

Play *Amazing Grace* in the rear of the church/funeral home as a final song.

After concluding committal service, pipers can process “into the sunset” as they play a final song.

Suggested songs:

- Amazing Grace
- Balmoral

Local Resources:

- This web sit may reveal local resources: WWW.Bagpipes.com
- Identify other sources and prepare a list here

Notes:

- Cold weather will prevent use of bagpipes due to freezing.

Appendix D Bell Service

“Last Alarm”

The “bell service” is ideal indoors as part of the church/funeral home memorial service. Two people are needed to perform the service--one to read the selection and the other to ring the bell. If possible, the service will be conducted by the fallen firefighter’s department.

- Another protocol is to conduct this service at graveside; graveside service is generally more difficult to hear, and, if there is inclement weather, it may be difficult to meaningfully conduct. (Lengthy grave site services may do an injustice to the tribute and may be uncomfortable to family members.)

Position the bell in the rear of the church or funeral home. If there is not enough room to situate the bell any distance from the people, be sure to warn those sitting close of the sudden noise. The “bell service” should focus on the words being read; the bell sounding inconspicuously from the rear.

Resources: Determine where bells are located.

Bell Service Suggested Reading #1

The Life of a firefighter is closely associated with the ringing of a bell.

As he/she begins his/her hours of duty it is the bell that starts it off, and so through the day and night,

each alarm is sounded by a bell, which calls him/her to fight fires and to place his/her life in jeopardy

for the good of his/her fellow man.

And when the fire is out and the alarm has come to an end, the bell rings three times, three times each to signal the end.

And now _____ has completed his/her task, his/her duties were well

done, and the bell rings three times.

Bell Service Suggested Reading #2

During times like these we seek strong symbols to give us a better understanding of our feelings during this time of sadness and as a reflection of the devotion our comrade had for his/her duty.

The sounding of “taps” is a strong symbol which gives honor and respect to those who have served so well.

So also is the sounding of a bell. A special signal of three rings, three times each, represents the end of his/her duties and that he/she will be returning to quarters.

For our comrade _____ His/Her last alarm, He/She is coming home.

Appendix E

Benefits

Typically, soon after death, one of the main concerns survivors' have is their financial well being, especially in cases where the deceased was the sole financial contributor. Within days following the death, the department needs to explain to the survivor(s) any local, state and federal benefits the survivors' may be eligible to receive.

The department should assign one person who is knowledgeable in local, state and federal benefits. The benefits coordinator must absolutely maintain confidentiality regarding survivor financial affairs; this trust must not be broken. The benefits coordinator is responsible for assembling and filing the appropriate benefit paperwork required to be filed by the agency and to assist the family with their benefit applications, as requested.

The benefit coordinator must assemble a list of benefits the survivor may be entitled to, and meet with the survivor at their earliest convenience. Additionally, recommend to the survivor that they may wish to have another family member or friend they trust present for the meeting; the friend or relative might better understand and be of assistance during this difficult time.

In the initial meeting, the benefit coordinator should:

- Expect that the survivor might have difficulty understanding everything
 - Explain a meeting will be arranged again after the funeral to cover benefits more specifically at that time
 - Avoid technicality, speak generally and briefly
- DO NOT promise any benefit until it is assured
 - Answer questions as able, and, if unable, respond after definitive answers become available

The benefits coordinator should assemble a detailed list of each benefit that clearly shows the following:

- Type of benefit
- Actions needed for application
- Money/service/bill payment expected
- Beneficiary (s)
- Expected time for receipt

The survivor may want to secure an attorney (for possible litigation) and/or a financial planner's services. If requested, assist in securing professional services; however, to avoid conflict of interest, do not use anyone who is affiliated with the fallen firefighter's agency.

Caution Notes:

- Explain to the survivors that they should avoid publicly discussing their benefits
- Family and friends may ask to borrow money: be ready for this
- When receiving money, it may be traumatic (it feels like blood money)

Benefit checklist:

Public Safety Officers Benefit (888-744-6513)

Available online at www.ojp.usdoj.gov/BJA/grant/psob/psob_main.html

- *Public Safety Officers' Educational Assistance Program*

Available online at www.ojp.usdoj.gov/BJA/grant/psob/psob_education.html

State benefits (check FFF web)

- *National Fallen Firefighters Foundation, State Benefits*

Available online at www.firehero.org. See State Benefits section.

Department/private insurance policies

Department Final Paycheck (including unused benefits; vacation, sick days, and so forth)

Pension

Workers compensation

Private organizations-100 club, Backstoppers, Blue Coats, and so forth

Association Funds-union, ff associations, and so forth

Memorial funds

Social security (has funeral benefits as well) (www.ssa.gov)

Health benefits

Military (800-827-1000) (The funeral director should obtain military burial benefits)

Family loans insured in case of death

Documentation Needed

To assure sufficient documentation for the various benefit applications prepare (12) copies of each of the following. Original copies are preferred; however, notarized copies are in many cases now sufficient. Check each benefit's application process for exact requirements.

From the Department:

1. _____ Incident reports
2. _____ Training reports
3. _____ Witness statements
4. _____ Investigation reports, police reports, interviews, weather conditions
5. _____ Chief's statement (statement of circumstances)
6. _____ Causality reports
7. _____ Associated press releases
8. _____ Associated news articles
9. _____ Autopsy report or Coroner inquiry report
10. _____ Toxicology report
11. _____ EMS report: ambulance and hospital reports
12. _____ Death certificates (need 20 copies)
13. _____ Department or Squad Charter

From the Claimant:

14. _____ Driver's license or other identification cards
15. _____ Birth certificates: deceased and each family member
16. _____ Marriage certificate
17. _____ Divorce decree, custody agreements, or spouse's death certificate
18. _____ Copies of life insurance policies
19. _____ Claim for Death Benefit Form (PSOB)
20. _____ Social Security Card
21. _____ Previous years W2 forms/tax returns
22. _____ Military records

Take all steps necessary to secure benefits for the family. The process is often a lengthy, so keep the family involved.

Offer to continue to assist the family with al related medical bills and claims.

Appendix F

Bugler

“Taps” should only be used in conjunction with the American flag.

Funeral service options:

- *Taps* - one bugler
- Echoing *Taps* - two buglers

Position: Place bugler(s) about 50-75 feet positioned out of sight from service.

Procedure: Following a rifle volley (if used), the bugler begins “taps.”

- The bugler may not be able to hear the command. Consider having a committee member relay the command.

Appendix G Bunting



Determine where bunting resources are located and list here.

Bunting may be purchased locally. Bunting shown here may be purchased from ADD Sales (800-397-1001).

Appendix H Casket Procedures

Draping the casket

Will the church allow the flag on the casket in church?

- A Pall is used in the Catholic Church

Carrying the casket:

If using fire service personnel as pallbearers for a level one funeral, we carry the casket from the church foyer to the caisson and from the caisson to grave site.

There may be times when the family has requested civilians or retired department members to act as pallbearers. It is strongly suggested only uniformed, physically capable firefighters lift the casket onto a fire engine caisson. Utilize the “hand-off” procedure if there are civilian pallbearers.

Exiting church

Typically the casket exits feet first and is loaded onto the fire department caisson feet first.

When loading a casket into the funeral director’s vehicle, follow his/her direction.

There are times the funeral director can’t turn the casket inside the church and must turn outside for feet first orientation. To accomplish this:

- When the casket reaches the street, instead of turning the head-end toward the caisson, turn opposite the caisson for a few steps and stop the detail when the casket is in line with the caisson bed.
- Command the detail to *turn in*, the casket commander repositions to the head-end of the casket, then commands- *turn away*, command *-left foot go*. The casket should now line up feet first with the caisson.

Cremation

If this is chosen by the family, all funeral planning remains the same with the following exceptions:

- Do not carry urns or small ash boxes on top of the fire engine.
- One member is detailed to carry the urn and another member is assigned to carry the flag (if used).

- If using an American flag, the pallbearer carrying the American flag is always positioned to the right of the urn. Unfold the flag at grave site before the committal service and fold the flag at the appropriate time.
- If a fire service, department, community, or organizational flag is used have the flag bearer stay to the left of the urn bearer. Unfold the flag at gravesite before committal service and fold the flag at the appropriate time.
- If two flags are used, unfold and fold the American flag only. Leave the fire service, department, community, or organizational flag folded and present to the family after presentation of the American flag.

If there is no committal service then present the flag(s) to the survivors' at the most appropriate time.

Video procedures available through the Foundation:

- Casket commands
- Carrying/lifting procedures
- Hand-off procedure

Appendix I Cemetery Procedures

There are a number of guiding questions that need to be answered in planning cemetery arrival and committal:

Procession:

- Will there be crossed/apex ladders at the cemetery?
- Can the cemetery accommodate large department vehicles? Consider ability to maneuver, overhead clearance, and parking. Will a parking plan be needed outside the cemetery?
- Will members march into the cemetery?
- Color Guard? (Would generally precede the casket)
- Bagpiper(s)?

Committal:

- Will there be a graveside or chapel service?
- Who will fold the flag/casket cover?
- Will the FD be making any presentations to the family? (Flag, helmet, etc.)
- Will taps be played?
- Rifle volley?
- Will any announcements need to be made following the services? (Luncheon, etc.)

Procedures:

On cemetery arrival, equipment will park as directed, and all personnel will make position at the grave site (or Chapel).

Line up personnel in ranks forming a corridor starting from the hearse / caisson to the gravesite; the casket will be carried through this corridor.

Do not begin casket movement until all personnel are in place and ready, and the funeral director gives the go-ahead.

When ready, command *Honor detail, Attention.*

As the casket begins to move, command *Present Arms.*

[once the casket has reached the grave site or the Chapel] then command *Order Arms.*]

Family and friends will also pass through the corridor following the casket. If space permits, the formation should be ordered “*at ease*” and directed to “*fall in*” to participate in the services.

Following the liturgical committal, the order of service is as follows:

- Rifle salute
- Taps
- Flag folding [If an American Flag is used, personnel should be at *Arms* during the presentation]
- Presentation(s) to the family.
- Final Salute:

Command “*Honor Detail, attention, prepare to render a final salute to our fallen comrade.*”

Command “*Present Arms.*”

[If desired, while the formation is saluting, pallbearers may remove their gloves and place them on the casket. Gloves are placed in the same direction and on top of each other for non-officers, and crossed on top of each other for officers.]

Command “*Order Arms*” at completion.

- Command “*Honor detail, reform ranks.*”

After reforming, command “*attention.*” [allow the family and friends to pass through the corridor.]

- Once family has exited, the local department's chief should thank the group for their participation. [It is not unusual for the chief to request that the Funeral Committee take care of this; it is a very emotional time for the department.]
- Command “*Honor detail, dismissed.*”

Appendix J Church

The most important church preplan requirement is apparatus and personnel staging. Planning includes organizing and staging large apparatus and command/staff cars, determining where to line up personnel, and reserving seats for local and visiting uniformed personnel.

When a funeral is processing from funeral home to church and then to a cemetery, it is good practice to direct all visiting department personnel to report to the church rather than to the funeral home. A funeral committee member is generally detailed to the church to coordinate.

Guiding questions

Will the casket lie “in state” before starting the memorial service?

- Will honor guards be posted?
- Will a casket-closure ceremonial-wall be needed?

Will there be a formal processional from the funeral home?

- Determine which church entrance will be used.
- Where to park the caisson.
 - Consider: allowing room for formations, family parking, and traffic flow.

What options are planned during the service? (Communicate with clergy for permission and inclusion.)

- Bell service (Determine placement)
- Bagpiper (Arrange practice area for bagpipers)
- Eulogy
- Flag
- Final song (music near the end of the service at which time uniformed members are dismissed for line-up)

Planning issues

Staging:

- Determine where to stage apparatus and visiting command/staff cars.
 - Separate from civilian whenever possible.

- Meet with police to arrange for any traffic control or street closings.
- Determine which entrance the procession will be using, and plan personnel formation accordingly.
- Provide for media staging.
- Provide a written plan and assign a staging officer to line equipment up.

Seating:

- Is a separate seating area for uniformed personnel available?
 - Overflow seating – use basements, gymnasiums, and so forth.
 - Consider sound/video feeds for overflow areas.

General seating plan:

- The immediate family sits in the rows in front of the pulpit and extended family and friends are seated behind the family.
- On the opposite side of the family, the following are suggested seating assignments:
 - Pallbearers sit in the first available row.
 - Honorary pallbearers, readers, and chief sit in the next row.
 - Fire department officials and/or community dignitaries such as an alderman or mayor.
 - Fallen firefighter's department members (highest ranking first)
 - Fallen firefighter's department police members, ESDA, ambulance service, (let fallen firefighter's department decide integration).
 - Fallen firefighter's department family members.
 - Visiting uniformed fire/police members.

Uniformed Member Procedures

Procession arrival

- Form entry corridor.
 - Assemble all visiting fire service members into a corridor from the hearse/caisson to the church entrance.
 - Fallen firefighter's department members should be positioned inside the visiting departments' corridor.

- Make certain corridor will not interfere with the procession.
- When lining up personnel, the highest-ranking personnel should be closest to the door when the casket is going in, and closest to the hearse / caisson when it is leaving.
- Provide assembly direction.

Processional into church

- When casket movement begins, command *Honor detail, Attention, Present Arms*.
- Upon the casket entering church, command *Order Arms*.
- Hold personnel in ranks at attention until the family and friends pass through the formation into church.
- Uniformed members follow the civilians:
 - Fallen firefighter's department.
 - Remaining uniformed personnel.
- Seating procedure:
 - Uniformed members remain covered (hats on) and standing until all personnel are ready to sit.
 - The officer in charge will move to a position in the front of the chapel and signal all to remove hats as a group.
 - If the congregation is seated, direct uniformed personnel to sit. If the congregation is standing, leave the uniformed personnel standing.

Recessional out of church

Honor detail:

- At beginning of final song, officer moves to front of chapel.
- If uniformed members are seated, signal to rise in unison (except pallbearers).
- Direct members to put hats on.
- Dismiss uniformed members, starting with the most forward rows behind the pallbearers.
- Reform the corridor outside of the church with higher ranks closest to hearse / caisson.

- As the casket leaves the church, command *Honor detail, Attention, Present Arms*.
- After the casket is placed in the hearse/caisson, command *Order Arms*.
- Personnel remain in position until family and friends exit through the corridor, and then command *At ease*.
- Announce all personnel are dismissed to return to their vehicles.

Casket Processional

After the procession is in place at church, the Escort Officer will prepare to move the casket from the caisson / hearse to the church.

No movement will begin until all personnel are in place and the funeral director has signaled that they are also ready.

The casket will need to be turned so it enters the church feet first. If the deceased is a department chaplain or ordained, the direction is head first.

The recommended honor processional order is:

- Color guard (may stop and post at entrance)
- Bagpiper
- Department chief
- Honorary pallbearers
- Casket
- Family

After entering the church:

- Place the casket on a cart provided by the funeral director.
- From this point, protocol will vary according to religion.
 - It may be necessary to remove the flag / cover from the casket.
 - In the Catholic Church, a pall is placed upon the casket.

The funeral director will normally take over; however, the Escort Officer may continue to assist moving the casket into place at the altar.

Casket Recessional

At the service conclusion, the funeral director will guide the pallbearers.

- The honor processional may start at the church altar (depending on the church), or the funeral director will bring the casket to the rear of the church.

Inside the church before exiting:

- Replace the flag.
- The Escort Officer takes command.

The suggested honor recessional order is:

- Color guard (posted at outside entrance)
- Bagpiper
- Department chief
- Clergy
- Honorary pallbearers
- Casket (feet first)

Appendix K

Defined Levels of Honors

Level One: Death as a result of a line-of duty-death or job-related. This may include an inactive member whose death has stemmed from an injury sustained during active duty.

Level Two: Death of an active member, non-job related.

Level Three: Death of an inactive member, non-job related.

SUGGESTED OPTIONS

LEVEL ONE

American Flag
 Bagpipers
 Bell Service
 Bugler
 Badge Shrouds
 Color Guards
 Crossed Ladders
 Eulogy
 Fire Engine Caisson
 Fire Service Flag
 Flower Unit
 Honor Guards
 Honor Detail
 Active Pall Bearers
 Station Bunting
 Vehicle Bunting
 Walk Through

LEVEL TWO

American Flag
 Bell Service
 Badge Shrouds
 Eulogy
 Hearse Hearse
 Fire Service Flag
 Flower Unit
 Honor Guards
 Honor Detail
 Honorary Pall Bearers
 Vehicle Bunting
 Walk Through

LEVEL THREE

American Flag
 Bell Service
 Badge Shrouds
 Fire Service Flag
 Honor Guards
 Honorary Pall Bearers
 Walk Through

Appendix L

Department and Outside Agency Notification Plan

Fire department personnel and agency notification is extremely important immediately following an incident. Rapid notification may prevent undue family and employee anxiety, prevent misinformation, and enable quick response by appropriate support agencies.

On-duty personnel family members

Within minutes of a serious injury incident, word travels very quickly that a department member(s) has been injured or killed. Non-injured, on-duty personnel, family members need timely notification ensuring that their “loved one” is safe.

If available and practical, personnel could place calls directly while at the scene or at the station. Personnel must be cautioned against discussing privileged information and names of the injured or deceased.

If it is not practical for personnel to make calls, a statement must be carefully prepared and a system in place to rapidly notify non-injured, on-duty personnel, family members.

Prepare a notification statement

Do not include the deceased/injured name(s) unless the PIO has clearance to release the name(s) from the Family Liaison Officer.

Sample statement: This is the (agency) fire department. Your (husband/wife/son/daughter) is not injured. However, (one or more) of our personnel have been injured/killed. We will release more information as we can.

Notification Plan

Develop and keep current an employee emergency contact number list.

Predetermine responsibility for making the notifications.

On-duty personnel or administrative staff
Agency dispatch center
Auxiliary personnel

Off-duty personnel notification

Prepare a notification statement.

Do not include the deceased/injured name(s) unless the PIO has clearance to release the name(s) from the Family Liaison Officer.

Sample statement: (One or more) of our personnel have been injured/killed. We will release more information as we can. (Any further info, such as respond to quarters, and so forth.)

Notification Plan

Develop and keep current an employee emergency contact number list.
Department pagers may be of use.

Predetermine responsibility for making the notifications.

On-duty personnel or administrative staff

Agency dispatch center

Auxiliary personnel

Other notifications

Prepare and keep current a list, with contact information, of other individuals, agencies, and organizations that may need to be notified. Considerations include:

Retired members

Elected officials

Agency insurance carriers

Agency attorney

Employee Association officials

Key people within the community

Local and statewide emergency service agencies

State Fire Marshal

OSHA or State labor Department

Public Safety Officer's Benefit Program office (888-744-6513)

National Fallen Firefighter Foundation (301-447-1365)

State benefit programs

Local assistance organizations, such as 100 Clubs, Backstoppers, etc.)

Appendix M

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:

Appendix N

Escort Officer / Casket Procedures

The Escort Officer is charged with both overall funeral incident command and casket movement.

Guiding Questions

Will the department supply all the pallbearers, or will civilians be involved?

Will the fire engine be used as a caisson?

- If so, additional honorary pallbearers are needed—two on the tailboard and four on top.
- Are the chosen pallbearers in proper physical shape for the required lift?

Is the engine's hose bed base higher than eight feet?

- Consider building a platform if the lift is higher than eight feet. (See Platform Plans Appendix X)

Pallbearer Training

- The Escort Officer must meet with all the pallbearers, either the night before or the morning of the funeral, to train the pallbearers in casket movement procedures.
- A stokes basket or backboard is sufficient for training
- Moving, loading, and unloading should be practiced until all are comfortable with the procedure.
- If a flag or casket cover is used, then flag folding must also be practiced, unless a veterans group is folding the flag.

Movement Procedures (see video)

- To quickly teach pallbearers to move in unison, a "ready, go" method is used.
- With exceptions explained, movements are not executed until the "ready, go" command is given.

- Generally, the following commands are used:

Lift, Ready, go
Face the Casket, Ready, go
Face me, Ready, go
Face away from me, Ready, go
Ready to move forward, Left foot, Ready, go
Sidestep, (towards me or away from me), Ready, go
Start turn (direction)
Stop

Note: that the turn & stop commands should be executed without waiting for the ready, go directive.

Funeral Home Procedures

After concluding the funeral home service, instruct the pallbearers to remain in the building, while directing all other personnel outside. Personnel assigned to the caisson will take their positions. Other unassigned personnel (except the chief) will form a corridor along the path that the casket will be carried.

After closing the casket and the casket cover or flag has been placed on the casket (don't forget to secure the flag or cover with the casket band) the funeral director will move the casket into position. The pallbearers will carry the casket from inside the building to the caisson.

At this point, the escort officer will assume command of the pallbearers, direct them to lift the casket, and move it out to the caisson or hearse. The chief, who should be directly in front of the casket, will lead this procession. If a color guard or bagpiper is present, they should precede the chief.

Caisson

Safety note: Some loaded caskets weigh over 500 pounds. If the lift is too high, even with the help of the two tailboard personnel, consider building a portable platform that will raise pallbearers higher and ease the lift. **If the lift is more than eight feet, use a platform (Appendix X)**

Lifting Procedures (see video)

Raising

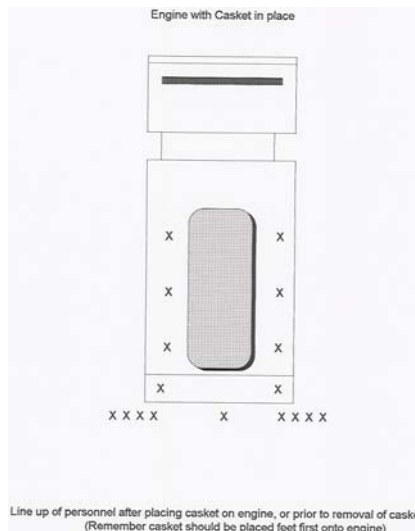
The pallbearers are directed to carry the casket as close to the tailboard as possible, and then stop.

Command *Face the casket... ready, go.*

- If the casket is not tight against the tailboard, direct members to sidestep until close.

Command *Raise, ready, go.*

- The casket is raised as level as possible until it is level with the hose bed. (This may require the pallbearers to shift their hands from the handles to the casket bottom.)
- Once level, with the assistance of the tailboard personnel, the casket moves towards the hose bed.
- As both pallbearers hand-off the casket at the tailboard, they must step back. This allows the next two pallbearers to sidestep to the tailboard.
 - The next two also step back as they reach the edge of the tailboard, and so the movement continues until the casket is on the engine, and the pallbearers are in two perpendicular lines (from the caisson) on both sides of the engine.
 - The diagram is shown with a total of 16 personnel in addition to the Escort Officer (who is normally at the head of the casket).



- The department may not have enough persons available. Alternative resources include personnel from another department or from the local police department.
- Depending on lifting weight, 10 people can conduct the lift, 2 on top of the engine, 2 on the tailboard, and 6 pallbearers. If this is necessary, try to obtain a set of casket rollers from

a funeral director. This may be attached to a sheet of plywood, placed in the hose bed, and will allow the casket to roll forward in the hose bed.

Lowering

Casket removal begins with pallbearers assembling in the same positions after loading.

When all are ready, the Escort Officer approaches the tailboard and commands *Ready, Lift, Go*.

- Raise the casket 1 or 2 inches off the hose bed and direct offloading.
- As soon as possible, the tailboard personnel grasp the casket side handles and assist with moving the casket outward.
- The Escort Officer guides and stays at the end of the casket as it unloads.
- The first two pallbearers in line move in, grasp the casket side handles, and sidestep away from the engine; when possible, the next two pallbearers move in similarly, and so forth.
 - This continues until all pallbearers have hold of the casket and the casket clears the tailboard.
 - The casket is lowered to arm's length.
- Command *Face in, Ready, Go*.
 - The Escort Officer quietly assures the pallbearer are all right, and, if need be, to re-grip and straighten their uniform.
- Command *Face me, Ready, Go*.

The casket is oriented head first --If this orientation is correct (cemetery requires head first approach at grave site), then:

- Escort Officer moves steps away from the head of the casket and commands *Left foot, Ready, Go*.
- After the casket passes the Escort Officer, the Officer steps back to the casket rear to assume command.

If feet first orientation is needed:

- The Escort Officer commands *Left foot, Ready, Go*, and back steps until the foot end of the casket just passes the corridor heading to gravesite, and commands *Stop-- Face in, Ready, Go—Face away, Ready, Go—Left foot, (left of right) turn, Ready, Go*.

Hearse: If using a hearse, due to the hinged door, the procedure is a much more simplified version. At the hearse, the pallbearers stop, turn in, and pass the casket through their rank into hearse.

Cemetery Procedures:

Is there a grave site service or cemetery chapel?

The Escort Officer must ascertain gravesite casket orientation: head or feet first. The cemetery employees or the funeral director will provide this information.

- If a veteran and using American flag—carry the casket feet first and, if needed, turn casket to head first orientation before placing the casket on the lowering device (see video).

The Escort Officer will commence casket movement only after the funeral director's command.

After placing the casket at the grave site:

- If using a flag - the Escort Officer will release the casket band and assist by giving the pallbearers the flag.
- At best, the pallbearers hold the flag taut directly over the casket during the service; this is not usually possible and usually will have to be done off to the foot end of the casket.
- Upon completion of the committal service:
 - The Escort Officer will direct the flag folding (unless a veteran's group is to fold the flag). The flag will be given to the chief for presentation.
 - Following all presentations, command "*Honor detail, prepare to render a final salute to our fallen comrade,--present arms.*"
 - During the salute, the pallbearers remove their gloves, place them on the casket, and return to their previous position. When finished, command "*order arms.*"
 - Command "*Honor detail reform ranks.*"
 - The honor detail reforms the corridor.
 - The pallbearers march out through the corridor.
 - The corridor remains until family and friends have left, and then are dismissed.

Appendix O

Family Liaison Officer (FLO)

The survivors' welfare is of up most importance. Therefore, the most important position immediately needed is the (FLO). Assigning the FLO is not determined by rank, and may be determined based upon wishes specified in the fallen firefighter's "next of kin notification" form (the person specified to notify family), in the absence of a form a department member close to the family, and the department's faith that the FLO is qualified to handle this extremely stressful and complex situation.

The FLO acts as the department's single point of contact the family; therefore, the department must keep the FLO abreast of all contemporary issues surrounding the incident and death. The FLO position, while singular, should always be utilized using a team approach. The FLO is designated as the lead person with at least one other to assist and be present. These members must be available to the family at all times; the FLO should supply the family with their pager and telephone numbers for immediate contact.

Because this may be an emotionally difficult assignment, the department must diligently monitor members assigned to this position, remembering they too may be grieving, and, more specifically, understanding they may have family needs as well.

The FLO position is mainly responsible for attending to the family's needs; however, the FLO should not attempt to run the family's affairs. The family should make decisions unless the family delegates such authority to the FLO.

Immediate actions:

- Confirm the ability to publicly release the deceased name; contact the PIO after family authorization.
- Advise the family of known free or reduced price funeral and burial services. Ensure that the family understands that they do not have to make any immediate decisions regarding services, mortuary, and so forth.
- Provide information on a fire department funeral with honors. Does the family wish a fire department funeral? Assure the family that their wishes are the department's number one concern. If they prefer a private funeral the department can still hold a memorial service.
- If a fire department funeral is desired, confer with the family regarding funeral options and their desires. Some decisions needing attention are:
 - Pall Bearers – family, fire department members, or both?
 - Family eulogist?
 - Children riding on the fire apparatus during procession?
 - Process by the family house?
 - Donations in lieu of flowers?
 - Buried in uniform?

The FLO responsibilities may include but are not limited to:

- Until after the funeral establish a law enforcement officer presence at the house whenever the family is not present, and, in the following the following weeks after the funeral make routine checks.
- Act as a "gatekeeper" to assist the family in screening or responding to incoming telephone calls and well-wishers stopping by.
- Assisting the family with media. If requested, they may assist in speaking for the family or helping the family prepare a statement (the department PIO may be used).
- Assist the family with any logistics, such as transportation for out-of-town relatives, childcare and so forth.
- Assist with household responsibilities such as running errands, mowing the lawn, pet care, home and possible personal business needs.
- Keep the family informed of all information surrounding the incident and death. Answer or find answers to questions the family may have.

Benefits

A department member should meet with the survivor to discuss benefits as soon as the survivor is ready.

Appendix P Fire Service Flag

(Illinois only- insert local flag information here)

The Illinois Fire Chiefs Association offers a custom fire service flag (at cost) for use on the casket and for presentation to the next of kin. There is no cost for this flag if it is a line-of-duty death. The fire service flag may be used in conjunction with the American flag; however, the American flag should take precedence over all flags. If two flags are used it is not mandatory that the American flag drape the casket. If the deceased was a veteran and the family wishes the fire department flag be used, the following is suggested:

During the wake:

- Place the folded American flag inside and at the head of the casket (done by funeral director).
- Fold and place the fire service flag over a card rack so that the Maltese cross is in full view.
 - If there are no flowers on the casket (casket spray), the flag may be draped over the casket's foot end. Fold the flag so that the Maltese cross is in view. Do not place any article on top of the flag (or any flag).

Secure the flag to the casket with a casket band.

- If extremely windy and using a caisson- pin the flag to the band.
- If rain - use the clear cover when moving outdoors.

Resources:

Contact the IFC Chairman.

Billing:

Contact the IFC office.

Appendix Q Hospital/Morgue Liaison Officer

If the critically injured Firefighter will be transported to a local hospital, the department needs to assign a hospital liaison officer to facilitate the family's needs. Responsibilities include:

- Meet with hospital officials to discuss appropriate waiting areas for family, coworkers, and the media.
- Assist the family in dealing with the hospital staff.
- Encourage the family to spend time with the injured or deceased firefighter. If the firefighter is badly injured or disfigured, help prepare the family for what they will see. Always allow the family members to make the decision whether or not they wish to see the firefighter.
- Ensure that the injured firefighters equipment and clothing are isolated, retrieved and held for future investigation.

If the family so desires:

Be available to the family at all times.

Assist with media.

Act as a "gatekeeper" by screening all telephone calls, responding to inquires, or assist them in making notifications.

Assist the family in obtaining medical information.

Arrange any transportation for the family back to the residence.

In the event of death, determine whether an autopsy is required (varies by jurisdiction) and discuss this with the family.

If the critically injured must be transported to an out-of-town hospital:

Help arrange transportation for the injured and family.

If possible, arrange to provide agency presence at the hospital--contact the area fire department officials for assistance if needed.

Assist the family with logistical needs such as lodging, meals, transportation, etc.

Determine any needs the family may have with their home, business, animals, etc.

Appendix R Investigations

A thorough investigation into the fatality cause should be conducted, including the possibility of criminal activity. When an agency is involved in investigating an incident as serious as a line-of-duty death, the department's legal representative should be notified and may be of assistance. Agency insurance agencies may also be of assistance.

Primary Objectives:

To determine the direct and indirect causal factors which resulted in a line-of-duty death, particularly those factors that could be used to prevent future occurrences of a similar nature, including:

- Identifying inadequacies involving apparatus, equipment, protective clothing, standard operating procedures, supervision, training, or performance.
- Identifying situations that involve an unacceptable risk.
- Identifying previously unknown or unanticipated risks.
- Identifying actions that must be taken to address problems or situations that are discovered.

To ensure that the lessons learned from the investigation are effectively communicated to prevent future occurrences of a similar nature.

To satisfy Public Safety Officer Benefits (PSOB) program requirements and other entitlements.

To identify potential areas of negligence and causal factors that could result in criminal prosecution or civil litigation.

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.

To provide factual information to assist those involved who are trying to understand the events they experienced.

To provide information to other individuals and organizations involved in the cause of fire service occupational safety and health.

The IAFC *Guide for Investigation of a Line-of-Duty Death* provides a more instructive approach to this area. International Association of Fire Chiefs. Contact: IAFC at www.ichiefs.org; E-mail: publications@iafc.org; (703) 273-0911
4025 Fair Ridge Drive, Fairfax, VA 22033-2868
Available on line at www.iafc.org/downloads/06Investigations.PDF

Immediate actions:

- Secure and isolate the scene.
- Conduct an immediate and thorough investigation. Consider other agencies that may either have jurisdiction, expertise, or offer neutrally perceived findings.
 - Local law enforcement may have jurisdiction and will provide expertise.
 - The state fire marshal may be required to investigate or provide expertise.
 - When possible, vehicular accidents should not be investigated solely by a law enforcement agency employed by the same local government; use county, township or state police.
- Recover and secure any of the deceased's personal gear or equipment as evidence.
 - Document the condition of all safety equipment.
- Impound any evidence.
- Collect appropriate statements from individuals. Use restraint to collect information. This is not intended to suppress the facts, rather to suppress incorrect and unnecessary opinions. Stick only to the facts. If facts are not known, this should be clearly stated.
- Toxicology and a full autopsy should be requested.
 - The department may have to pay for this; check with the local Coroner or Medical Examiner

Continued Actions:

- Maintain records -- interviews, radio tapes, incident report, and drawings
- Obtain certified copies of the autopsy report and death certificate
- NIOSH investigation
 - NIOSH will conduct a thorough investigation
 - Reports back to the agency first
 - IMPORTANT: Share the findings with the survivors before it is made public.
 - NIOSH Fire Fighter Fatality Programs and Reports-*Firefighter Fatality Investigation Program*.
 - Contact: NIOSH at www.cdc.gov/niosh/implweb.html
1-800-35-NIOSH or 1-800-356-4674

Appendix S

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

- Address should never be a PO box.
- List all telephone numbers.

CONTACT INFORMATION

Family or friends you would like the department to contact. Please list in the order you want them contacted.

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

If yes, where is it located or who should be contacted about it? _____

List all life insurance policies you have:

Company Policy Number Location of Policy

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.

Form last updated on _____

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

Appendix T

Next-of-Kin Notification Plan

The notification process can be implemented in the event of a department member(s) serious injury or death. As a general rule, this process should be used in the event that a member would require transportation to the hospital, or die in a line of duty. In the event of a serious injury, never delay notification; get the next-of-kin to the hospital as soon as possible.

The importance of timely next of kin notification cannot be overemphasized. The sincerity, sensitivity, and compassion demonstrated by the department's representatives are imperatives, and are a major factor in creating and maintaining a positive working relationship with the family, and, most importantly, marking the beginning of the grieving process.

It is extremely important that the fire chief assemble a notification team comprised of predetermined selected members to quickly respond to the injured or deceased family. If there are multiple deaths or injuries, there will be need for more than one response team. The response team should be comprised of at least two members, preferably a chief officer and, when possible, a co-worker or family friend designated on the employee's next-of-kin notification form. Additionally, whenever possible, the department chaplain should be present. In unionized departments, a union representative may also be assigned to the notification team.

Notification procedures

Retrieve the firefighter's emergency contact information form, if available. Notification should be:

In Person - always try to notify in person, never by phone.

- Spouse, unmarried partners, and parents are first priority.
- For family living out of the local area, arrange for authorities in that area to make personal notification.

In Time and with Certainty:

- Get to the survivors quickly. Don't let the media notify them first.
- Quickly gather as much information about the incident as possible before making the notification. Survivors will have questions.
- Before making notification, have positive identification of the deceased firefighter and make sure you are talking to the correct family.

In Pairs:

- Have two people present to make the notification. Survivors may experience severe emotional or physical reactions when they learn of the death.
- Using the employee's emergency contact information, identify a uniformed fire service member to accompany the department's representative. It may be helpful to have the department chaplain or friend of the firefighter's family, too.

- Take two vehicles, if possible. This will allow one of you to take a survivor to the hospital, if necessary, while the second person stays with other survivors.
- Before you arrive, decide who will speak and what the person will say.

In Plain Language:

- Clearly identify yourself and present identification, and then ask to come in.
- Make sure you're talking to the right person.
- Begin with "I have very bad news," or "I'm so sorry to have to tell you this."
- Use the words "died" and "dead" rather than terms such as "passed away" so the message is absolutely clear. Speak slowly. Get to the point quickly.
- Calmly answer the survivor's questions. It is fine to say, "I don't know" if you don't.
- Use his or her name when referring to the firefighter, rather than saying "the body."

With Compassion:

- Allow survivors to express emotions. Do not try to talk them out of their grief.
- Accept your own emotions. It's OK if you cry during notification, but stay calm.
- Avoid the following words and phrases:
 - "I know how you feel"
 - "It was God's will"
 - "Life will go on"
 - "He or she would have wanted to go this way"
 - "Be brave"
- Never leave immediately after making a notification. Offer to help the survivor call friends or family members. Do not leave before someone else arrives.
- Do not take the firefighter's personal items with you when you make a notification. Tell the family they will receive them later. Most survivors will need some time before they feel able to deal with these items.
- Offer to transport the family to where the firefighter is, and help prepare them for what they will see. Do not deny the family an opportunity to view the deceased even if the body is badly disfigured; people need to see, touch and hold the deceased, which helps the grieving process by counteracting denial.
- Before leaving, write-down important information, including the names and phone numbers of the department personnel who work with the family.
- Have one member of the department stay with the family, unless the family declines.

Offer to assist the family in notifying other family members and/or friends.

Never leave immediately after making notifications

Before leaving, have family liaisons present.

Appendix U Vehicle Procession

Guiding questions

What formal processions are needed: funeral home to church or cemetery, church to cemetery?

Go past the deceased's house, fire station, or other notable landmark?

Will department vehicles be used as caisson, flower car, and for transportation?

Procession order

A. Providing escort

Generally, visiting departments, along with the fallen firefighter's department place their vehicles in front of the caisson. The symbolism is that they are providing escort (honors) to the deceased.

Fire vehicles lead, followed by the fallen firefighter's department vehicles, the flower vehicle then caisson, followed immediately by the family, then friends, and so forth.

Funeral home to church

- Logistically it works better having only the fallen firefighter's department's personnel and vehicles at the funeral home and processing to the church. Visiting departments are staged at the church waiting for their arrival.
- Processional line up from funeral home to church:
 - Lead escort
 - Fallen firefighter's department apparatus
 - Fallen firefighter's department chief's vehicle
 - Honorary pallbearers' vehicle
 - Pallbearers' vehicle (FD vehicle)
 - Flower unit
 - Caisson
 - Immediate family
- Funeral home/church to cemetery
 - Lead escort
 - Vehicles from visiting police departments
 - Vehicles from visiting fire departments
 - Local law enforcement vehicles
 - Local officials' vehicles

- Fallen firefighter's department apparatus
- Fallen firefighter's department chief's vehicle
- Honorary pallbearers' vehicle (FD vehicle)
- Pallbearers' vehicle (FD vehicle)
- Flower unit
- Caisson
- Immediate family
- Family, friends, and other private vehicles
- Rear Escort

B. Traditional order

The traditional order is the order used in normal civilian funeral processions. This order prohibits the fallen firefighter's department from marching if they are in the processional due to their rear placement.

- Processional line up from funeral home to church:
 - Lead escort
 - Flower unit
 - Caisson
 - Immediate family
 - Family, friends, and other private vehicles
 - Honorary pallbearers' vehicle
 - Pallbearers' vehicle (FD vehicle)
 - Fallen firefighter's department chief's vehicle
 - Fallen firefighter's department apparatus
 - Rear Escort

- Funeral home/church to cemetery
 - Lead escort
 - Flower unit
 - Caisson
 - Immediate family
 - Family, friends, and other private vehicles
 - Honorary pallbearers' vehicle
 - Pallbearers' vehicle (FD vehicle)
 - Fallen firefighter's department chief's vehicle
 - Fallen firefighter's department apparatus
 - Local officials' vehicles
 - Local law enforcement vehicles
 - Vehicles from visiting fire departments
 - Vehicles from visiting police departments
 - Rear Escort

Procession logistics

- Determine travel routes (meet with funeral director and police representative).
 - Will road blocks, closures, or intersection control be necessary?
 - Will any local businesses be affected by prolonged traffic stoppage or lane closures?
 - Cement trucks, delivery companies, and so forth.
 - Will the procession cross railroad tracks?
 - Contact the railroad for train schedules. If there is concern the train may interfere, railroads are sometimes able to adjust their schedule or coordinate train timing.
 - Will the procession pass any fire stations?
 - If the procession passes a fire station, apparatus should be parked on the apron. Firefighters should assemble outside, come to attention as the procession passes, salute the caisson only, and, if possible, toll a muffled bell as the caisson or hearse passes.
 - If passing through other's jurisdiction, the fire departments may park apparatus along the procession route and similarly salute the caisson.

- Procession movement
 - Speed should remain low (not to exceed 25 mph when possible)
 - Develop a communication system between the lead car, caisson unit, and the rear unit to ensure procession remains intact and able to react to any problems.

Marching:

If it is a short distance between the funeral home, church, or cemetery, it may be desirable to march rather than use vehicles. Another option is to incorporate marching three to four blocks before the church or at the entrance to the cemetery.

Aerial display:

Generally, an aerial display is set up at the cemetery entrance. If this is not logistically possible, consider placement somewhere along the processional route, including at the funeral home or church.

Aerial units are crossed for chief officers, and form an apex for non officers. Displaying the American flag from the top of the aerial units is an impressive option. In such cases, the blue field should be in the upper left corner as you approach the flag.

Appendix V Wake/Viewing

Guiding questions

Confirm wake times and hours the department will be present at funeral home.

- Use of department honor guards?
 - If used, find a suitable room for use by honor guards.

Are other funerals taking place at the same time?

Confirm walk-through time.

Will casket be open or closed?

- Use department flag on/in casket, or on display next to casket.

Pre-wake

Will traffic control be needed due to large attendance?

Is a parking plan needed?

Recording attending departments:

- Use visitation cards instead of visiting departments signing guest book (copy attached).
- As an alternative, request department patches from visiting departments. These may be given to the family following the funeral.

Does the department wish to have a floral arrangement made? Some suggestions are:

- Maltese Cross
- Department logo/patch
- Broken rung and ladder
- Crossed pike pole and axe
- Helmet

Honor Guards

- Determine wake posting times.
- On day of funeral, if visitation is allowed prior to services, Honor Guard posting may be desired.
- If there are not enough personnel to cover honor guard detail for the entire wake, consider a shorter period, ending at wake closing. For example, if the wake is scheduled from 3:00 to 9:00 p.m. and can only get enough honor guards for three hours, schedule the guards from 6:00 to 9:00 p.m.

Also consider using only one guard located at the head of the casket.

- Honor guards should be posted no more than 15 minutes at a time, with 10 minute posting being ideal.
 - Honor guards are placed at arms length from the casket standing at ease.
 - Honor guards come to “attention” when a chief officer, department or city/village dignitary is present at the front of the casket. They return to “at ease” when the chief or official leaves the front of the casket.

Video Procedures (See video)

Section 1 – Posting Honor Guards

Using one team leader

- One man post
- Changing post
- De-posting

Using group posting –

The group post is easily taught and works well with department’s not formally trained in honor guard duty and it allows more department members to participate.

The group post procedure allows a single-file entry which can be adjusted to the funeral home seating arrangements. Many funeral homes do not have an open center aisle.

- Group post
- Post
- De-post

Walk Through

Establish walk through time; typically, plan on 7:00 p.m. with members staging at 6:30 pm.

Plan a meeting/staging place for the estimated number of uniformed attendees.

Before conducting the walk through:

- Outside, instruct participants to return outside after the walk through and to clear the doorway. Also, keep noise minimal.
- Explain how the walk through will be conducted (singular, two-person, four-person or continuous) and how to salute.
- Post new honor guards

The walk through should last no more than 15 minutes. There are times, however, when the crowd size may make it impossible to conclude in this time frame.

The following guide will help organize and conduct the walk through in a meaningful ceremony.

If the crowd size is:

- Less than 50 allow one person at a time
- 50 – 100 allow two people at a time
- 100 – 175 allow four people at a time
- Over 175 make it a continuous walk

Video Procedures

- Two person
- Four person
- Continuous

Line-up order:

- Fallen firefighter's:
 - department mayor, trustees, or other appropriate dignitaries
 - chief officers: highest rank to lowest rank
 - uniformed firefighters
 - auxiliary uniformed members (dispatch, ESDA, etc.)
 - community police agencies.
- Visiting departments or agencies lined up by group, and by rank within each group.
 - Walk through is conducted from casket right (feet end) to casket left (head end).

Appendix W

Preparing a Eulogy

For years, members of the fire service have told us 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 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, and 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 led 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. The department must follow through on any promised support, so only promise what you can ensure will be delivered.
- Acknowledge the department member who is acting as the liaison for the family.
- Have a printed copy of the final eulogy ready for the family and others who may want one.

Practice

- Review and practice your remarks 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

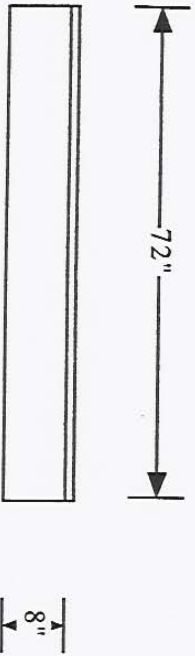
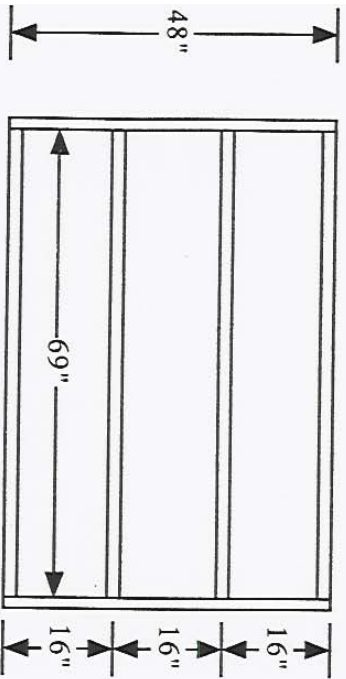
A Labor of Love: How to Write a Eulogy [link to: www.funerals-online.com/1eulogy.htm]

By Garry Schaeffer

Downloadable book available for a small fee; also available in paperback

Short Platform

Top View



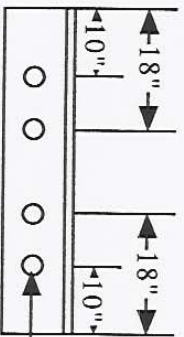
Side View

Instructions

- Use 3" screws to screw lumber together
- Use 1 5/8" screws for attaching plywood top
- Spread silica sand over wet paint
- Cut rope to 18", double knot from the back
- Save excess plywood for the long platform

Materials List

- 1- 2" x 8" x 8'
- 2- 2" x 8" x 12'
- 1- 4' x 8' x 5/8" Plywood
- 6' 1/2" Rope
- 1/2 lb. Silica Sand
- 1 qt. Black Paint
- 1lb.-3" Deck Screws
- 1lb.-1 5/8" Deck Screws



3/4" Holes 4" to Center

End View

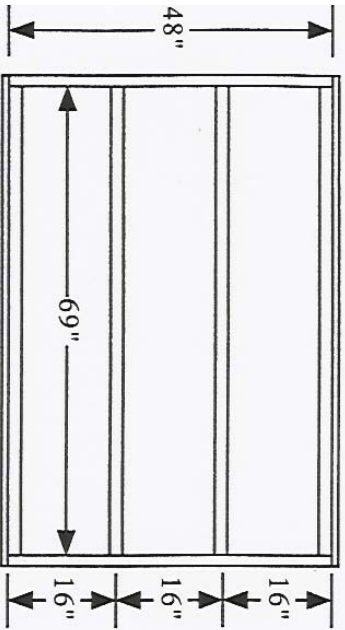
Appendix X Platform

High Platform

Instructions

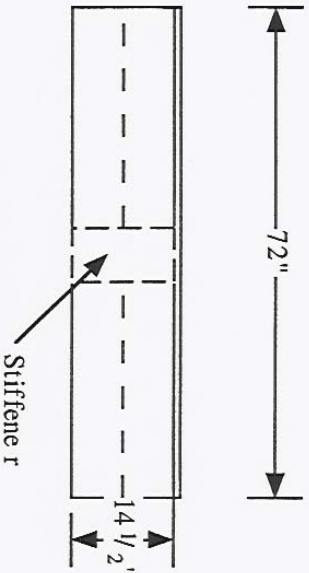
- Make 2 - 4' x 6' x 7 1/4" boxes, sit one on top of the other, and secure them together with 14 1/2" x 48" x 5/8" plywood.
- Screw 2" x 8" x 14 1/2" boards to the center of the double deck as a stiffener

Top View

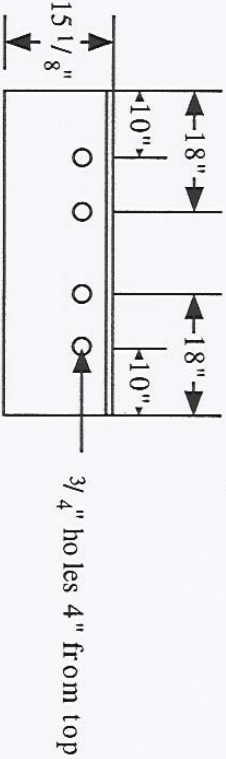


Material List

- 3 - 2" x 8" x 8'
- 4 - 2" x 8" x 12'
- 1 - 4' x 8' x 5/8" Plywood
- 6' - 1/2" Rope
- 1/2 lb. Silica sand
- 1 qt. Black paint
- 2 lbs. 3" Deck screws
- 1 lb. 1 5/8" Deck screws



Side View



End View