

Arizona L.A.S.T.

Arizona Local Assistance State Team

*A Resource Guide for Firefighter Funerals,
Fire Department Survivors, and Their Families*



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Arizona L.A.S.T.



Taking Care of Our Own

A Resource Guide for Managing Firefighter Deaths



Important Definitions

As we begin it is important to review some basic definitions:

- **Benefits** are defined as any financial payments, scholarships, tax benefits and special programs that may be available for the immediate survivors of the fallen firefighter.
- **Line of Duty Death** (LODD) occurs when the death of a firefighter is directly caused from elements during the performance of duty and/or the firefighter dies as a result of injuries received during the performance of duty.
- **Non-Line of Duty Death** (NLODD) refers to a death that is not work related.
- **Survivor** refers to immediate family members, including spouses, children including legally adopted children, parents, siblings, grandchildren and significant others. This term may also be used to describe others who were exceptionally close to the deceased who are left behind and grieving their loss.

Developing a Pre-Incident Plan

The following information has been assembled from fire departments across the country, as well as from the National Fallen Firefighters Foundation and the Arizona L.A.S.T. Team. This information will assist you in creating a plan to manage a firefighter death. The following information is intended to serve as a guideline and should be considered a “professional recommendation” that in no way prohibits fire departments from acting in the best interest of its fire service family. Please consider contacting the Arizona LAST Team as soon as possible following a firefighter death to assist you in implementing your plan. Elements of your preplan should include:

1. Family Liaison

Your fire department will likely appoint a Family Liaison following a firefighter death. Assembling a Family Support Team (generally three people) is strongly recommended. Family Liaisons are responsible for assisting the fallen’s family before, during and after the funeral service. Whenever possible, the individual(s) assuming this responsibility should be identified in advance of the incident.

The Family Liaison(s) performs as the single point of contact between the fire department and the fallen firefighter’s family. The Family Liaison would serve in this capacity throughout the planning process, or as long as is necessary. Whenever possible, the fire chief should consider removing the Family Liaison(s) from their day to day responsibilities until their assignment is complete.

Many departments ask employees to complete and regularly update an emergency notification form or database to be used in the event of a sudden death. This form should provide your member with the opportunity to designate certain individuals to serve as a family liaison team. In any case, your agency should have a plan for how it will assign family liaisons.

Note: The AZ LAST Team strongly suggests multiple Family Liaisons even for the most routine of circumstances. The job of the Family Liaison is laborious and generally requires the support of at least three (3) persons to adequately serve the family, support the organization and assist in planning the memorial service.



2. Notifying Survivors

The fire department should establish a procedure for the notification of family members following the death or serious injury of a firefighter. This procedure should be known and understood by all department members. Ideally a notification should be carried out by the Chief of the Department and the Family Liaison. If time permits, this notification should be done in uniform and as quickly as possible. A notification to the family should *always* be done in person.

Note: Families will always remember how they were notified by the department. You get one chance to do this right. Be professional, honest and compassionate. Never leave them alone and answer their questions as best you can without speculating about circumstances that may require further investigation.

3. Notification to Members of the Fire Department

Once the family of the fallen firefighter has been notified, members of the department should learn of the incident before they hear about it from the media. Time is of the essence as some members may know of the loss because they were involved in the incident.

Note: Remember to contact ALL members including those out of town, on vacation, out for serious illness/injury or those otherwise decentralized from the organization. The best strategy to insure no one gets missed is to use the chain of command and have every supervisor notify his/her subordinates. DO NOT forget to notify civilian employees!

4. Notifying Others

There are frequently members of the community that need to be notified of a firefighter death after notification has been made to family and fire department members. Each fire department, together with their community leaders, needs to compile a list of individuals who also require notification. This list should become a part of your plan.

Several fire service agencies will want to be notified as well. These agencies all have programs or systems in place to assist you. The Arizona L.A.S.T. Team can help make these notifications on your behalf. These agencies include:

- [Arizona Fire Chief's Association \(AFCA\)](#)
- [Arizona Fire District's Association \(AFDA\)](#)
- [Professional Firefighters of Arizona \(PFFA\)](#)
- [The 100 Club of Arizona](#)

5. Working with the Media

The fire department should take steps to notify the family and members of the department *BEFORE* releasing information to the media. Ensure the information to be released is accurate and correct. To help facilitate this, ensure your members personal family information is updated regularly and maintained in a manner that provides quick and easy access.

Have a plan to draft a written statement from the Chief or the department's Public Information Officer (PIO). Release only *AFTER* the family has been notified and had the opportunity to review and verify information contained in the release. Establish that *ONLY* authorized members be allowed to speak with the media.



Note: If the fire department is slow to provide information to the media, the media will seek information from social media sites and other informal networks which may result in incorrect or inaccurate information being disseminated. Fire departments should plan to use their social media tools to get the official message out quicker and with more accuracy than relying on the news media.

6. At the Hospital

Should a critically injured firefighter be transported to the hospital, the fire department should have a plan in place to assist the family. Things to consider include: providing transportation for the family to the hospital; coordinating with key hospital staff; procuring private space for the family and a large gathering room for department members; formally addressing department members who've assembled; and arranging a vigil to accompany the fallen when they leave the hospital.

7. Funeral Planning

In planning the funeral service, it is imperative that the family's wishes come before those of the fire department. The fire department's Family Liaisons or Chaplain may offer recommendations to the family for the department's participation in the service, however family wishes come first. The fire department should plan to send the Family Liaison or Chaplain with the family to assist in the funeral service planning, if the family so desires.

The fire department should prepare to assist the family with several immediate needs such as transporting family members to and from the mortuary and cemetery, child and pet care, meals, management of household chores, logistics to support incoming guests and out-of-town family members and any other needs that may arise.

8. Providing Benefit Information to the Family

The fire department should maintain an up-to-date list of death benefits that may be available to survivors. The state professional firefighters association is often a great resource for this. It is also recommended that the fire department assign a Benefit Coordinator to help the family with policy details. The Benefit Coordinator will often require assistance from the Family Liaison team.

9. Assisting the Family after the Funeral Service

The fire department should plan to maintain contact with the family and provide continued support. The family should be invited to department functions, remembrances and other events and be contacted by the Family Liaison or Chaplain to ensure the link to the fire department "family" is never broken.

Following the funeral, the department should begin planning for on-going family support. Gift cards sent to the family in remembrance of significant dates such as service anniversaries, birthdays, and anniversary of the death should be considered at a minimum. More formal remembrances and ceremonies should also be discussed at this time. Planting of a tree, naming of an apparatus, and candlelight vigils are common considerations following the loss of a firefighter.



Death of a Firefighter – Implementing the Plan

1. Summon the Arizona LAST

The Arizona LAST consists of fire chiefs and fire service professionals who have extensive experience managing the aftermath of a firefighter death. The Arizona LAST team is your local resource and is able to assist you with these needs. The PFFA is another excellent resource to contact for support following a firefighter death. When contacted, the AZ LAST and the PFFA will coordinate efforts to maximize support for your organization.

2. Assemble Your Planning Team

If your agency chooses to manage the event without the assistance of the Arizona LAST you should consider assembling a planning team as early as possible. Even in the smallest jurisdictions and for the seemingly most routine deaths, there will be a considerable amount of detail to coordinate to adequately plan and facilitate a firefighter funeral. DO NOT UNDERESTIMATE THIS or you will be playing “catch-up” which usually causes frustration and anxiety at a time when everyone should be grieving and taking care of one another. Also realize that by not using the Arizona LAST, your people will likely find themselves committed to *working* the funeral, rather than *attending* the funeral.

3. Use These Checklists as a Guide

The following check lists may assist the fire department in managing a firefighter death. These check lists are NOT all inclusive but serve as a guide. They are divided into three sections:

- ✓ The First 24 Hours,
- ✓ Day Two thru the Funeral
- ✓ After The Funeral



Fallen Firefighter Check List

The First 24 Hours

Notification of Death to the Family

- ☐ Always make the notification in person, ***never*** by telephone. The notification team should *always* include the chief of the department. Get to the survivors quickly; do not allow the media to inform them first.
- ☐ Make the notification as a pair. This allows one person to accompany the survivors to the hospital, if needed, and one to remain behind with other family members.
- ☐ The notification must be done correctly. Many survivors have expressed that the manner in which they were notified of the death of their loved one had a huge impact on their ability to cope with the loss in the weeks, months and years afterward. **Note: Parents and siblings of the fallen are often inadvertently forgotten. Be sure they are also notified in a timely manner.**
- ☐ Take two vehicles, allowing one vehicle to be used by the Family Liaison to transport family to the hospital or for other tasks. The second vehicle permits the others to return to the scene or station to work other aspects of the incident.
- ☐ Before making a notification, always verify the information you plan to release. Gather as much factual information as you can; survivors may have questions. You may not have all the answers on the initial notification visit. If you do not know a fact, simply say so. Do not draw your own conclusions.
- ☐ Decide who will speak during the notification and what they will say before you arrive at a survivor's home. Introduce yourself and ask to speak to the family privately. Make sure you know ***who*** you are talking to.
- ☐ Use your employee's emergency contact information sheet (if available) to contact the spouse, significant other or parents and siblings of the fallen firefighter. For family members outside your geographical area, arrange for local authorities to make the notification in person.
- ☐ Begin the notification by saying; *"I have some very bad news to share"* or *"I am sorry to tell you this . . ."* Use the words, *"dead"* and *"died"*. Do not use the words *"passed away"* or *"gone."* Be very clear. Speak slowly. Get to the point.
- ☐ Be prepared for families to express an array of emotions. Everyone responds differently so be prepared for these differences. Avoid saying things like, *"time heals all wounds," "I know how you feel," "he/she would have wanted to go this way" "he/she is in a better place."* Survivors have told us that these kinds of statements may be harmful.
- ☐ Never leave immediately following a notification. Offer to call family members, friends or church associations. Make sure that when you leave, someone from the fire department is left behind, unless the family requests otherwise. You may need to switch out a fire department member for one more acceptable to the family.



- ☐ Provide the survivors with the opportunity to see the deceased firefighter. Offer transportation to the morgue or hospital. Offer to accompany them if they wish. Prepare the family for any disfigurement they may see. Transport the family home and offer the department's continued support and presence. Always allow the family to make the final decision on hospital/morgue visitation.
- ☐ Prepare the family for the possibility of an autopsy. Explain that in cases of traumatic death an autopsy may be required by law.
- ☐ The Family Liaison and/or Chaplain should work with hospital staff to find a private waiting room, if possible, where the family can gather; they should offer to help make telephone calls to relatives and close friends; and they should support family needs at the hospital (re: food, privacy, or other support.)
- ☐ Hospitals can quickly become overwhelmed by family and fire department members. As early as possible, a fire department representative should notify a hospital official of the potential for a large gathering to accumulate at their facility and respectfully request a private place to assemble.
- ☐ When numerous fire department members gather on site, the fire chief may choose to make his/her first department informational briefing at this location. Known as a Crisis Management Briefing (CMB), the fire chief or his/her designee should provide only the facts and avoid speculating until more information becomes available.

Note: The AZ LAST strongly recommends addressing a large gathering should one assemble. At times like this, members want strong, visible leadership. You will be judged by your actions or inactions following the loss of one of your own. Tell them what you know, tell them you will get through this and that you are going to do everything in your power to ensure the fallen and their family are properly honored in the days to come.

- ☐ Designate a Hospital Liaison, if appropriate.
- ☐ Designate a Sentry (usually honor guard personnel) and begin coordination of a vigil to stand watch and accompany the fallen continuously until internment. Discuss this with the family first. If they approve, immediately assign someone to develop a schedule of people willing to assume vigil duties around the clock for the next several days.
- ☐ The vigil should begin immediately following the death and continue even while the fallen is at the morgue, coroner's office, etc. This will be an around-the-clock vigil so a schedule and multiple volunteers are imperative.
- ☐ The Family Liaison, Chaplain or other designated department member should remain with the family at the hospital to provide support, unless the family requests otherwise.
- ☐ Leave the family with contact phone numbers for the Chief, Family Liaison's and Chaplain. Post them in a prominent place in the family's home.



Notification of Death to the Department and Other Stakeholders

- ☐ Notify all on and off-duty personnel, including civilian staff and the Fire Department Chaplain. Don't forget anyone!
- ☐ Notify elected officials and other key people in the community of the death.
- ☐ Contact the Arizona LAST Team and the PFFA. Contacting the Arizona LAST and the PFFA will maximize the resources available to assist the family, the fire department, and its members.
- ☐ Notify other state associations including:
 - Arizona Fire Districts Association (AFDA)
 - Arizona Fire Chiefs Association (AFCA)
 - Your respective county fire chiefs association
 - The 100 Club of Arizona
 - Any other pertinent groups in your region

Family Support

- ☐ Family Liaisons should be prepared for non-traditional family groups, re: current and ex-spouses, family feuds, children from multiple marriages, etc.
- ☐ The Family Liaison and/or Chaplain should discuss with the family, any media interest in the death. Always obtain permission from the family before information is released to the media.
- ☐ Meet with the family to outline the support options your fire department can provide. When it's appropriate to discuss funeral arrangements, share with them the *Level of Honors* document in Appendix H and help them understand the types of honors that are recommended in their circumstance.

Note: Family wishes take priority over this or any other guideline.

Department Support

- ☐ Arrange for an informational briefing of your members. CISM/peer support resources should also be considered at this time. See Appendix C for more about CISM.

Dealing with the Incident

- ☐ Collect the deceased firefighter's department assigned belongings to give to the family later. Inventory and document the items in the presence of a witness.

Note: Depending on the incident, it may be necessary to hold and secure these items for investigative purposes.



Dealing with the Community and Media

- ☐ The Family Liaison should include the Department PIO to assist with information released to the media. The family may want the Department PIO to handle the media rather than address the media themselves.
- ☐ Prepare a summary of facts about the firefighter and the incident to use for public release of information.
- ☐ Prepare a written statement for the Chief or spokesperson to release to the media.
- ☐ Hold a briefing with the media, if applicable.



Fallen Firefighter Check List

Day Two Thru The Funeral

Family Support

- ☐ As mentioned previously, a Family Liaison Team is strongly recommended due to the sheer volume of support and coordination required to support the family the first week or so following a death.
- ☐ If you haven't already, provide the family with examples of fire service funeral protocols and help them understand what services are warranted for their circumstance. Refer to the Level of Honors in Appendix H.
- ☐ Assist the family in planning the funeral as THEY choose.
- ☐ Offer to pick up arriving family members at the airport and assist with coordinating their lodging. Offer to assist with transportation for out of town guests and family members; assist the family with meals, childcare, pet care, errands and home maintenance.
- ☐ The Arizona LAST works in partnership with the 100 Club of Arizona but if they have not been notified yet, please do so. They may be able to provide immediate financial support to the family.
- ☐ Request local law enforcement make routine checks on the family's residence prior to and during the viewing or any other meeting or ceremony that might have been made public.

Funeral / Memorial Planning

- ☐ If applicable, lower flags to half-staff from time of death until 24 hours after the service or one week following the death, depending on local protocols.
- ☐ Assign someone to manage the plan for the fire department's participation in the funeral service. This is where the Arizona LAST is most useful to you. *Call LAST First.*
- ☐ Work with the family in planning the funeral service. The wishes of the family ALWAYS come first. If the family wishes a private funeral, the department may ask permission to hold a separate memorial service.
- ☐ If the family wishes a fire service funeral, secure a Class A uniform for the deceased. Lighthouse Uniform Company will supply a uniform at no cost to the department. Their telephone number is 1-800-426-5225.
- ☐ Continue to inform department members of the details regarding the incident and the funeral/memorial service plans.
- ☐ If donations are received, encourage the family to establish a bank account to deposit collected funds.



Department Support

- ☐ Provide frequent updates to **all** members. Be sure not to exclude civilian employees. Your people will expect strong, visible leadership. Be present and keep them informed.
- ☐ Monitor department members closest to the incident and the fallen firefighter to see how they are dealing with the loss and take action as needed to support them. Make CISM and peer support resources available at every opportunity.

Dealing with the Incident

- ☐ The Arizona LAST works in partnership with the PFFA, but if they have not been notified yet, please do so. They may be able to provide considerable support to your members.
- ☐ Determine the type of fatality investigation to conduct. At a minimum, consider collecting witness statements even for the most routine or seemingly benign circumstances. This information may be critical later on when applying for family benefits. A more formal investigation may also be warranted. Consideration should be given to using local law enforcement or some other professional investigative resource to assist. NIOSH only comes if requested and it may take weeks or months before an investigation is initiated. The early collection of evidence and witness statements will only aid future investigations and inquiries.
- ☐ Contact the departmental or jurisdictional attorney regarding possible legal issues arising from the death.



Fallen Firefighter Check List

After the Funeral

Family Support

- ☐ Provide assistance with routine tasks, i.e., home maintenance, landscaping, etc.
- ☐ The assigned Benefit Coordinator should continue to assist the family in accessing all benefits for which they are eligible.
- ☐ Remember special events like holidays and the anniversary of the death and offer to be with them during difficult times.
- ☐ Ensure someone has notified the U. S. Department of Justice of the death and that someone is working to determine eligibility for the Public Safety Officers Benefits (PSOB) Program benefits. Arizona LAST has members who can help in this area. (<https://www.psob.gov/index.html>).
- ☐ Contact the family before releasing any information on investigations, incident reports, etc.
- ☐ Consider, as a department, creating a tribute to the fallen firefighter. This could be a memorial, a scrapbook, or a scholarship fund.
- ☐ Provide the family with information on the National Fallen Firefighters Foundation. Encourage the family to attend the national tribute to the fallen each October (if applicable), as well as state and local memorial activities. The fire department should have delegates also attend these activities.
- ☐ Continue to invite the family to fire department events and activities.

Department Support

- ☐ Assist fire department members in accessing emotional support resources as needed.

Memorials and Tributes

- ☐ Inform and include family members in local, state and national tributes to their fallen firefighter (IAFF & NFFF).
- ☐ Make the family aware of the National Fallen Firefighters Foundation and its support programs for fire service survivors.
- ☐ Plan to send fire department members to escort the family to the National Fallen Firefighters Foundation's Memorial Weekend and IAFF Fallen Firefighter Memorial (if applicable).

Department Issues / Planning

- ☐ Update your Emergency Contact information for all department members at least annually AND make sure it is quickly retrievable in the event of a fatality.
- ☐ Create or revise the department's Line of Duty Death and firefighter funeral protocols.



Fallen Firefighter Funeral Planning

Planning the Funeral

This section will address considerations for fire chiefs and staff related to funeral/memorial service planning, viewing and/or visitation of the fallen, the procession and graveside service, as well as a post graveside service reception. Decisions concerning all of these areas belong to the family, but the department may be asked to coordinate these services on the family's behalf.

It is always recommended to use the professional services provided by the Arizona LAST Team and the PFFA, however, if your department chooses not to use these resources, the following suggestions may help guide you through the process of managing your own event.

Getting Started

- ☐ The Chief of the Department should consider appointing a planning team of *coordinators* using an Incident Management System model. The team should be broken down and sectorized in accordance with the various services and activities to be coordinated. (See Sample in Appendix A).
- ☐ An Incident Commander (IC) should be appointed as soon as possible. The IC would ideally possess strong leadership, communication and organizational skills.
- ☐ Coordinators working under the IC should generally include a: *Staging Officer, Mortuary Officer, Procession Officer, Church Officer, Cemetery Officer, and Reception Officer* (See Appendix A for detailed job descriptions). These individuals would be charged with managing any and all details within their area of responsibility.
- ☐ The Chief or IC should plan to host daily status/planning meetings of the main coordinators to include other key resources such as Chaplains, Family Liaisons, clergy, funeral directors, law enforcement officials, and the Honor Guard Commander to plan and coordinate critical details of the event.
- ☐ Identify a Planning Room to be used for meetings each day. Make sure it is large enough to comfortably seat a large number of people and accommodate a lot of work.
- ☐ Prepare large aerial maps of the geographic areas involved in the funeral services such as: apparatus staging areas, mortuaries, procession routes, church facilities and parking lots and reception halls. Hang these maps on the walls of your planning room.

General Considerations

- ☐ Members of the fallen's fire department should wear a black band, positioned horizontally, over their badges from the time of death until 24 hours after the funeral or one week after the death. As an option, a mourning band may be worn for as long as 30 days after the funeral, as well.
- ☐ When possible, ensure all active firefighters have Class A uniforms to wear. Understanding that some fire departments may not have Class A uniforms, a reasonable attempt should be made to obtain one for the fallen. Lighthouse Uniforms provides a free class A uniform for LODD's and ships it very quickly. More information on page 33.



- ☐ Departments may choose to bunt their building(s). The easiest way to obtain bunting is to purchase a bolt of black cotton fabric and drape the material using rubber bands, staples or any other means to affix the material to the building. Bunting traditionally hangs under windows and over doors. Bunting remains in place up to the same period as flags remain at half-staff.
- ☐ Where possible, members should at least wear long-sleeved shirts, ties, and a mourning band for member's badges (*including dress uniform hats for some departments depending on their protocols ~ no ball caps*). If true mourning bands are not available, then black electrical tape can be used in a pinch. Mourning bands are to be placed horizontally on the badge.
- ☐ The use of alternative facilities such as community centers and schools creates additional planning challenges, such as sound systems, visibility, chairs, etc. Assign someone specifically to manage the needs related to large facilities.
- ☐ Think big! Plan big! Both non-LODD and LODD events attract hundreds of people even in the smallest jurisdictions. Don't be caught off-guard.



Incident Commander

Incident Commander / Unified Command

Generally this is an officer with the most experience in managing firefighter deaths. Otherwise, this may be a representative from the Arizona LAST Team. This position requires strong organizational skills and the ability to handle multiple tasks simultaneously. The IC is responsible for the coordination and planning of all details of the incident. The IC should recruit a law enforcement officer to assist in the command post the day of the services thereby creating a Unified Command.

Incident Commander

- ☐ Assemble a planning team consisting of the necessary resources to facilitate the desired services and activities in accordance with the organizational chart outlined in Appendix A.
- ☐ Establish a roster of names, assigned responsibilities and cell phone numbers. Copy and disseminate this list to the planning team.
- ☐ Identify a planning room. Be sure it is large enough for 20-30 people and will be available every day for the duration of the event.
- ☐ Request large color aerial maps as planning tools and hang them in your planning room. The maps should show the location of all critical locations including: the Fire Department, Funeral Home, Church and Cemetery, as needed. They should show the location of assembly areas, parking areas, staging area for department apparatus, as well as visiting department apparatus, procession route, and location of the gravesite in the cemetery, and lastly, the location of the reception.
- ☐ Call the first meeting and brief all personnel on the facts known to this point. Allow for introductions. Work with the chief, union members or others to insure that all who need to be present are there.
- ☐ Manage with presence. Stand when speaking. This position requires strong leadership and communication skills.
- ☐ In conjunction with the planning team, establish a purpose or mission statement (i.e. "To honor the fallen, their family and our members").
- ☐ Review what is presently known and what efforts might already be in motion.
- ☐ Review any decisions that have already been made or work that has already been accomplished.
- ☐ Make assignments and designate personnel to assume specific job duties in accordance with the organizational chart.
- ☐ At each meeting, go down the organizational chart and ask everyone to share their accomplishments or obstacles. Problem-solve as a group. Locals generally know how to solve problems in their community.



- ☐ Insure your team is working together and not duplicating efforts. If you identify a duplication of efforts draw attention to it and clarify responsibilities right away.
- ☐ Develop and update an Incident Action Plan (IAP) each day that outlines the planned activities. Your IAP shouldn't be any more complicated than the event. Keep it as simple as possible.
- ☐ Early in the incident it is best to schedule two planning sessions a day (preferably at 9:00am and 3:00pm.) Make sure everyone who needs to know is present at each meeting.
- ☐ Schedule your next meeting and dismiss the group. Allow everyone time to go get some work done. Expect them to report back to the afternoon meeting with their accomplishments.
- ☐ Begin each new meeting with updates and words of encouragement. Read the mission statement you prepared. Tell them "we will get through this" and "this is going to be a very honorable memorial". Remind everyone why you're there.
- ☐ Whenever possible, avoid referring to the fallen as "the body", or "the victim". Always use the person's name or refer to them as "the fallen", "our brother" "our sister", etc.
- ☐ Keep the group, especially sector officers, on task.
- ☐ Manage frustrations that might emerge from the group.
- ☐ Arrange for a "command post" for the day of the services. This may be a command vehicle or quiet room where you can coordinate all activities the day of the event.
- ☐ Arrange for a dedicated tactical radio channel, radios, chargers, etc. The event will be coordinated by radio just like an incident scene. Use the ICS.

Day of the Event

- ☐ The morning of the event perform a radio check with all your sector officers several hours before the start of the church ceremony. Manage these resources the same way you would at an emergency incident.
- ☐ Be sure to have your law enforcement liaison in the command post with you. They should be in radio contact with all officers assigned to the event.
- ☐ Have your maps and other planning tools and notes with you in the command post and distribute copies of the most recent IAP.
- ☐ Be mindful of the cadence of the event. Do everything you can to insure the event starts and ends on time.
- ☐ Be aware that a service scheduled to start at 10:00 a.m. starts for the department around 7:00 a.m. Take into consideration all the preparation and coordination that must be accomplished. Delays may inconvenience or frustrate the family.
- ☐ Execute the plan but be prepared to make adjustments.



Staging Sector Officer

Staging Officer

Responsible for identifying a staging location and assembling and coordinating fire apparatus and other vehicles assigned to the procession.

Staging Sector

- ☐ Prepare a location to assemble local and out-of-town apparatus. Be sure it is large enough. Fire apparatus consume a lot of real estate.
- ☐ Be sure the staging location is included in any and all media blast's that advise outside fire service personnel of the funeral details
- ☐ Have a plan for parking and moving apparatus around the Staging area.
- ☐ You will need a radio of other means to communicate with the IC and other sector groups.
- ☐ Identify resource needs such as port-a-potty, ice, coolers, water, shade, traffic cones, barricades, etc. and request these through Logistics.
- ☐ Coordinate closely with Command, Mortuary and the Procession Officer to insure a smooth start of the procession.



Mortuary Sector Officer

Mortuary Officer

Responsible for coordinating all activities related to use of a mortuary. This includes oversight of honor guard activities, viewing, vigils, loading and unloading of the fallen, etc.

Mortuary Sector

- ☐ Responsible for managing all operations and needs related to viewings as well as the loading and unloading of the fallen. You are responsible for ensuring things look well and go off without a hitch. Responsibilities will include all activities scheduled for this site: vigils, apparatus movement, parking, honor guard operations, etc.
- ☐ Arrange for Pallbearers, if the family wishes. You will generally need six to eight.
- ☐ Arrange for fire department and/or Honor Guard members to stand for the viewing, at the pleasure of the family. This detail may require the commitment of several members.
- ☐ The Honor Guard detail consists of two or more fire department members who rotate their post every 10 to 15 minutes. The dress for this activity is full Class A uniforms. If there is only one member available, that person stands at the head of the coffin. If there are two guards, one stands at the head and the other at the foot of the coffin. The guard(s) stands at attention during their time at post. Arizona LAST has ceremonial axes and pike poles available for this use.
- ☐ Coordinate with family liaisons to understand the services being hosted at the mortuary
- ☐ Coordinate and insure all activities including parking, overnight vigil, honor guard services, loading/unloading of the fallen, and the procession all happen in harmony and without interruption.
- ☐ Communicate with the planning team any challenges with the mortuary site.



Procession Sector Officer

Procession Officer

Responsible for the order, arrangement and movement of all vehicles assigned to the procession. This person will preplan and map out the procession route, coordinate with law enforcement and other officials to insure the unobstructed movement of the procession.

Procession Sector

- ☐ Determine the route to be taken.
- ☐ Preplan the route.
- ☐ Identify real and potential obstacles
- ☐ Coordinate with local law enforcement. Consult with all affected jurisdictions (i.e. county sheriff, DPS, local, etc.)
- ☐ Coordinate with schools, railroads, or other community events that might pose a risk to the free-flow of the procession.
- ☐ Ensure all prominent fire apparatus are washed, waxed, polished and bunted before the event. Preparation must include preventative maintenance to avoid mechanical failures.
- ☐ Determine the order of vehicles for the procession and coordinate with Staging as necessary
- ☐ Take a position in a vehicle at the front of the procession with a radio and keep command informed to the processions progress along the route. This will help command and Church Sector plan for your arrival.
- ☐ Arrange for a formal Honor Guard and Pipe and Drum Band for the funeral service, if the family wishes. Some families may also request a bugler to play TAPS. Your local VFW or American Legion posts may be a good source to obtain a bugler.
- ☐ Make arrangements with your local police department to assist with handling traffic and parking, for escorting the procession and handling traffic and parking at the cemetery.
- ☐ Processions and motorcades are desirable, but not required. Consideration should be given to the length of time it takes to get the procession to its destination safely. Long processions require the family to wait longer at the church.
- ☐ For time's sake, your department may consider limiting the procession to family members, the department and/or local fire department apparatus.
- ☐ Processions should be well planned with as little impact to the public and family as possible. Emergency vehicles may run their lights during the procession, but should not use their siren.
- ☐ Advise allied agencies if their respective jurisdictions will be impacted by the service or procession.



- ☐ Consider delegating traffic control responsibilities to police agencies that have jurisdiction.
- ☐ Public Works agencies should be contacted to determine if the intended routes will be free of hazards and closures prior to finalizing the procession route.
- ☐ Contact your state police if highways or interstates will be used.
- ☐ Contact railroad companies. Railroad officials are generally willing to work with you.
- ☐ Types of processions:

Walking Procession Suggestions

- Pipe & Drum Band
- Color Guard
- Honor Guard
- Chaplain/Clergy
- Funeral Coach and/or Department Apparatus with Pallbearers
- Family
- Chief(s)
- Department Officers
- All Uniformed Fire Department Personnel
- All Visiting Uniformed Fire Department Personnel

Driving Procession

- Police Escort
- Department Apparatus with Honor Guard & Pallbearers
- Funeral Coach (the Fallen)
- Family Car(s)
- Department Apparatus
- Visiting Department Apparatus
- Tail End Police Vehicle(s)



Church Sector Officer

Church Officer

Responsible for everything occurring on the church or facility campus. Responsibilities may include: parking, arrival of the procession, movement of the fallen, on-site honor guard activities, seating, movement of people, church services, the Last Alarm, and onsite rehab. This is a huge job and requires strong organizational skills.

Church Sector

- ☐ For events in busy metropolitan areas, consider scheduling services to avoid morning and evening commutes.
- ☐ Be sure to discuss specific religious protocols or services with clergy and the planning team to insure both fire service and religious services are managed accordingly and in unison.
- ☐ Consider the use of large facilities like auditoriums or community centers.
- ☐ Be aware that other events scheduled at the facility slated for the funeral or reception may pose logistical challenges for your planning team.
- ☐ Consider asking volunteer groups or other support organization to help with the reception following the main services.
- ☐ Perform a “walk through” of the plan at least the day before the funeral. This will enable the various sections to practice things like marching, saluting, where to stand, casket handling, where to sit, ringing of the bell, etc.
- ☐ When applicable, contact the media to identify the location they are to function from, determine whether there will be a “*pool feed*” or individual cameras for TV outlets, and some basic ground rules for tactful photographic coverage, re: protect the family.

Seating Arrangements

- ☐ Assign someone to prepare a seating plan to accommodate the needs of the family, department members, dignitaries, visiting departments and the public.
- ☐ Normally, if ushers are used, they should be assigned to the rear of each aisle and given specific instructions on how to facilitate the seating plan.
- ☐ Attendees seeking a good seat may arrive an hour or more before the service is scheduled to start. Be prepared to handle their arrival.
- ☐ If you have a facility without adequate seating, the family, their friends, the department and dignitaries should be given priority. All others can stand through the service.
- ☐ A room should be provided to gather family members, department leaders and Coordinators before the start of services.
- ☐ If a large facility cannot be found, then overflow seating must be considered to accommodate a large crowd. If visibility or hearing is a problem, you will need to consider additional audio coverage of the



service. If overflow seating is not available and people must stand through the service, consideration should be given to providing water and portable restroom facilities. Don't forget seating for handicapped or persons requiring special accommodations.

Religious Service, Protocols and Speakers

- ☐ Religious services take precedence over fire service functions. Planners should meet with the family and the officiating Clergy to determine and define the extent of the department's involvement.
- ☐ Some Clergy members may be inflexible regarding fire department protocols. In such cases it is imperative to have a clear understanding of the family's wishes.
- ☐ In some faiths or denominations, the only fire department involvement will be as an Honor Guard.
- ☐ Certain fire service traditions may have to be performed at graveside rather than at the church.
- ☐ When the family requests a private service, the department may request a memorial service. It would, of course, be held on a different day.
- ☐ The number of speakers and musical selections will determine how much time is allotted to each speaker. A good rule of thumb is 5-10 minutes each.
- ☐ It is preferable to have a Chaplain or a Clergy person who is familiar with fire service traditions do the service. They can also serve in an advisory capacity for other Clergy.
- ☐ The service should generally last no more than one and one-half hours.



Cemetery Sector Officer

Cemetery Officer

Responsible for all activities taking place at the cemetery or equivalent location.

Cemetery Sector

- ☐ The graveside service normally consists of a short (15 minute) religious service and a few fire service traditions.
- ☐ Most cemeteries do not provide sound systems. This makes it difficult for the attendees to hear what is being said. The department should obtain a self-powered sound system or ask if the funeral home can provide one.
- ☐ If the procession is long you will want to provide a family waiting area. As the procession nears arrival at the cemetery, the family can be brought graveside.
- ☐ The graveside service is frequently where military organizations make their presentations. If the fallen firefighter was a veteran, the VFW or American Legion can provide a flag for the coffin, which will subsequently be the flag that is folded and presented to the family.
- ☐ If the family wishes to have a flag ceremony and the firefighter was not a veteran, many protocols suggest using a state or department flag. Some protocols allow the use of an American flag, however if the fallen was not a veteran, the department must purchase the flag. In this instance, the funeral home may be a source for the flag. Instructions on how to fold the flag are listed in the Appendix section of this document.
- ☐ Fire Service traditions, such as the tolling of the bell and “Last Alarm” or a reading of “The Firefighter’s Prayer” may be performed at graveside. You will find copies of these in the Appendix section of this document.



Reception Sector Officer

Reception Coordinator

The fire department and family may wish to have a reception following the graveside service. If the department has an Auxiliary, they may want to ask them to coordinate this section. If not, the department may request that another support organization organize the reception.

Reception Sector

- ☐ It is recommended to have a reception at the end of the graveside service.
- ☐ The length of time for the reception should not be more than two hours.
- ☐ Arrange for an adequate space near the cemetery or the facility used for the funeral service for the reception. Remember, parking fire apparatus will require a lot of parking space.
- ☐ Consider asking the department's Auxiliary or other support group to assist with the reception.
- ☐ Whenever possible, the address of the reception location should be published in the programs provided at the service and in all updates leading up to the event.
- ☐ Facilitation of the reception will require a lot of assistance. Request volunteers as needed.
- ☐ Generally, plan for about one-third of the attendees to stay or attend a reception.



Public Information Officer (PIO)

Public Information Officer (PIO)

The PIO may be a representative of the affected organization or this position may be assumed by an outside agency or even a professional from the Arizona LAST Team. This position works closely with the fire chief, family liaisons, the IC and outside agencies to insure information that is disseminated is accurate, timely, and coordinated.

PIO Sector

- ☐ Gather facts from the fire chief, union officials, family members as soon as possible.
- ☐ Begin work on an initial press release that outlines only the known facts. Do not divulge more than is necessary in the early stages.
- ☐ Compile a list of news agencies, newspapers to release to.
- ☐ Compile a list of fire service and law enforcement organizations that might need to be included in your press release.
- ☐ Upon approval of the fire chief, update the website, blast a press release and update social media. Disclose the date, time and location of any press conferences.
- ☐ Insure immediate family and department members have all been notified before sending press releases or updating websites or social media.
- ☐ Participate in all planning meetings and insure new and updated information is shared accordingly.
- ☐ Continually update your website and social media with relevant information.
- ☐ Keep close watch over your social media for the duration of the event. Respond to public inquires that come in via social media and email.
- ☐ Constantly update your website. Direct all agencies to your web site for the most up-to-date information.
- ☐ Serve as the initial central point of contact for outside agencies that might be responding or attending the services.
- ☐ Prepare to manage calls for donations. Is there an account established? Blast this info too. Consider staffing phones to handle large call volumes.
- ☐ Keep your people informed. There will be a lot going on and everyone will want to know how the planning process is evolving. Consider daily updates from the chief (and union president) to your people.
- ☐ Blast important information to fire service agencies as far in advance as possible. Ask outside participating department personnel and apparatus to arrive well in advance of the ceremony start time.
- ☐ The department PIO should discuss with the family the potential for a media presence at the memorial. The family may want the media to participate. If the family agrees to their participation, the PIO should make specific arrangements to accommodate media needs. The family's privacy is a top priority.



- ☐ Keep your website updated as information becomes available. Direct everyone to a single resource for information (usually your website) to avoid confusion.



Honor Guard Sector Officer

Honor Guard Officer

This position should be assumed by an experienced honor guard member who can serve as a liaison to the IC and the planning team concerning all honor guard activities. Recognize that this position may not necessarily be the Honor Guard Commander as that person may have substantial obligations outside planning team activities.

Honor Guard Sector

- ☐ Coordinate with family liaisons to determine the family's wishes concerning fire service protocols and honors.
- ☐ Consider the family's wishes and the resources on hand. Request additional honor guard support as needed.
- ☐ Work with the planning team to determine what honors might be bestowed at various times and locations.
- ☐ Assign an honor guard commander to coordinate activities at each location. If you are the honor guard commander consider having a representative represent you on the planning team if your responsibilities require you to be somewhere else.
- ☐ Coordinate with church officials and clergy to organize the services and movement of honor guard personnel.
- ☐ If Pipe and Drum services are desired, consider contacting the Arizona Fire Service Pipe Band for support.
- ☐ Perform a dry-run or walk through at least a day before the ceremony.
- ☐ Expect nothing but exceptional performance from honor guard personnel. Practice as much and as late as necessary to get it right!



Volunteer Coordinator

Volunteer Coordinator

This individual is the central point of contact for volunteers wishing to support the incident. They are responsible for assembling and coordinating these resources and assigning volunteers to various aspects of the incident as requested by sector officers.

Volunteer Coordinator Sector

- ☐ Serve as point contact for all community volunteer groups that wish to assist.
- ☐ Compile a list of potential volunteer organizations in the community.
- ☐ Contact them and request volunteers for the event.
- ☐ Keep an adequate list of the number of volunteers available.
- ☐ Assign each sector officer volunteers as requested.



Resources / Logistics Sector Officer

Resource / Logistics Officer

This person is responsible for assembling all the “stuff” necessary to facilitate a firefighter service. R&L will assemble all the materials and supplies required to properly administer every aspect of the overall operation. From coolers, to ice, to a command van for the command team, this individual will touch every aspect of the event.

Resources / Logistics Sector

- ☐ Manage the supplies and equipment needs for all sector officers
- ☐ Procure coolers, trailers, tents, easy-ups, vehicles and all other items needed by sector officers.
- ☐ Assemble items at a central location
- ☐ Prepare to disseminate supplies and equipment to various locations to support various services.
- ☐ Procure a radio channel to be used for the event
- ☐ Procure radios and battery chargers for use by command, sector officers, volunteers and other helpers.
- ☐ Keep an accurate inventory of all borrowed/procured supplies.
- ☐ Develop a Demobilization Plan that outlines the process for returning all borrowed equipment and breaking down the event (including the Reception).
- ☐ Be sure to reserve enough people to assist with the Demob. Plan. Don't underestimate the gravity of the Demob. Plan!



Family Liaison Sector Officer

Family Liaison Officer(s)

The Family Liaison(s) ensure all the family's needs are being met. The Family Liaison must be in constant communication with the Chief, Sector Officers and/or Coordinators as to what the needs of the family are and how the various sections can help. The Family Liaison(s) arguably perform the most intense and time demanding job in this process.

Family Liaison Sector

- ☐ Accompanies the Chief of the Department to the family for notification of the serious injury and/or death of a fellow firefighter.
- ☐ Plan to remain with the family to assist with any needs they may have, like possibly driving them to the hospital.
- ☐ The Family Liaison and/or Chaplain remains with the family provides the Chief with the choice of remaining with the family, as well, returning to the scene, or simply to leave the family's home to manage the needs of the department.
- ☐ The Family Liaison and/or Chaplain can help to shield the family from having to interact with too many well-meaning visitors during the first few hours.
- ☐ Assist with contacting or transporting relatives, if needed.
- ☐ Offer to accompany the family when they view the deceased.
- ☐ Help the family identify a mortuary, cemetery, church, reception location, etc.
- ☐ Help the family determine the type of internment (burial, cremation, etc.)
- ☐ Determine if the family wishes to have a visitation (closed casket) or viewing (open casket).
- ☐ Determine if the family wants a fire service funeral.
- ☐ Determine if the family wants a public or private service.
- ☐ Help locate wills, trusts, or other guiding documents.
- ☐ The Family Liaison must be ready to accompany the family, when requested, to assist them at the funeral home, the cemetery, or other location(s).
- ☐ Explain fire service protocols to the family. Explain the Level of Honors (Appendix I) and determine what fire service services they want.
- ☐ Keep the family informed of the department's progress planning the services. Consider having a family member present during planning meetings.
- ☐ Be sure the family's wishes are always honored.
- ☐ Consider multiple liaison's when family dynamics dictate.
- ☐ Explain all the details of the upcoming event with all prominent family members. Be sure they know exactly what to expect at all times and be sure they agree with everything being done.



- ☐ Following the funeral, stay in touch with family. Discuss annual remembrances and other honors with them. Don't make promises you can't keep!
- ☐ Assist as needed with benefit applications.
- ☐ Insure someone has determined their eligibility for the PSOB and other benefits.
- ☐ Contact the AZ LAST and/or the PFFA for questions or assistance with employee benefits.





As a Fire Chief and the State Coordinator of the AZ Local Assistance State Team (LAST), we individually and collectively support the Lighthouse Uniform Company's Bereavement Uniform Program for going above and beyond to assist departments across the country in their time of need. Our Team has witnessed firsthand how the donation of a uniform can help a department honor their fallen with the dignity and respect they deserve and we encourage all to take part and take advantage of the Bereavement Uniform Program. Chief Paul Bourgeois, Superstition Fire & Medical Dist. AZ L.A.S.T. Coordinator

THE BEREAVEMENT UNIFORM PROGRAM

Taking care of those who took care of us.™

Anyone who ever lived as a firefighter deserves to rest for eternity as a firefighter. The Bereavement Uniform Program (BUP) was created to make that happen.

The BUP is a joint effort between the Lighthouse Uniform Company and America's firefighting community, with **the shared goal of ensuring every firefighter is honored for their service with a dress uniform for their funeral at no cost to the family.**

Departments and individuals donate surplus Class A uniforms. The Lighthouse cleans, refurbishes and makes them ready and available at no cost or obligation upon request from families and departments who would otherwise have no means to honor their fallen in such a traditional way. **It does not matter if the death was in the line of duty or years after ending service, every firefighter can receive this ultimate honor.**

Not very often has a "for the good of the order" program come down the fire service pike that touches the heart and captures the imagination like the BUP.

The Bereavement Uniform Program is a collective effort in its purest form. Help us spread the word by linking the BUP program's web address to your department or association website. As a thank you to those facilitating their department's linking to the BUP program website, we'll send a beautiful BUP "Be Remembered" Challenge Coin, "on the house," (one per department).

Renowned FF sculptor Austin Weisbel graciously donated his design for this Be Remembered Challenge Coin.



"Truly one of the most important ways to honor our departed members' courage, sacrifice and devotion to our departments and the fire service."—Chief Troy Shoemaker, Nebraska Fire Chiefs President

For more information about the Bereavement Uniform Program or to arrange for a BUP uniform, visit <http://bereavement.lighthouseuniform.com> or call Lighthouse at 800-426-5225.



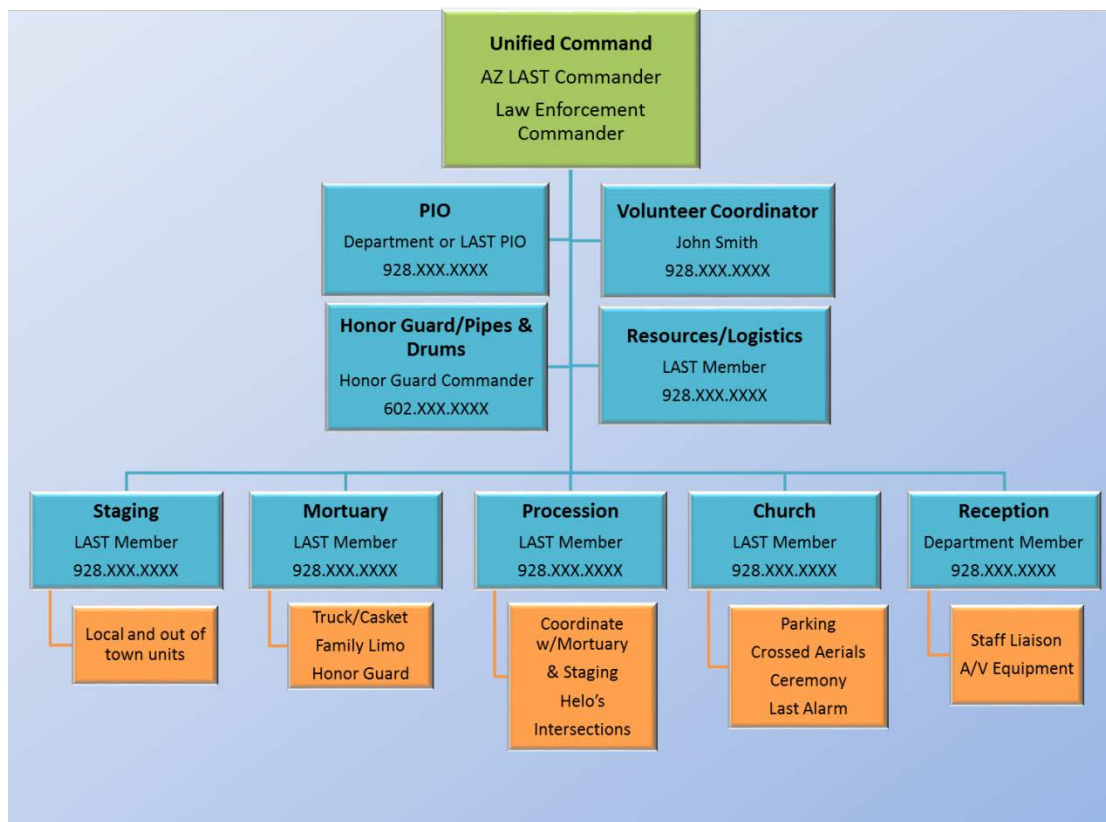
Appendices

- A. Sample Organizational Chart***
- B. Other Liaisons and Support Positions***
- C. Other Resources***
- D. CISM***
- E. The Firefighter's Prayer***
- F. Bell Ceremony and Reading***
- G. The Last Alarm***
- H. How To Fold The American Flag***
- I. Level of Honors - Funeral Protocols***



Appendix A

Sample Organizational Chart



Note: The Chief may choose to organize the chain of command as best suits the needs of his or her department.



Appendix B

Other Liaison / Support Positions

Hospital Liaison

This individual is the department's representative and supports the family at the hospital. The Hospital Liaison may be the Family Liaison and/or Chaplain. The Hospital Liaison should attempt to find a private area where the family may wait. The Hospital Liaison should accompany the family as support, but not interfere as the family visits the critically injured/deceased firefighter. The Hospital Liaison should remain with the family until the family leaves the hospital.

The Hospital Liaison should ensure that all of the firefighter's gear and personal belongings are gathered from the emergency room. Items may need to be withheld from the family for investigative purposes and/or because the timing just isn't right to pass the items on to the family. Other items, such as bloodstained turnout gear, may not be appropriate to release to the family.

It is the Hospital Liaison's responsibility to protect the family from the media. The Hospital Liaison may wish to locate the media in a safe location, out of the way of the emergency department entrance and/or away from direct access to the family. The Hospital Liaison should explain to the media that the Chief of the Department or Public Information Officer (PIO) will make a statement later. Under no circumstances, should the Hospital Liaison make any statements or offer an opinion to a member of the media.

Department Liaison

This individual, in coordination with the Chief and other Liaisons/Coordinators, helps to keep the department membership informed as to the many activities that face them in the days immediately following the death of a fellow firefighter. The Department Liaison will commute times of viewing/visitation, service times, and all other pertinent information. The Funeral Liaison may utilize the Department Liaison to communicate dress for the day, rehearsal times, location of events, bunting times and much more.

Many fire departments have a Public Information Officer. Because the PIO is well informed about so many issues and details, they make an excellent choice to be designated Department Liaison during these difficult times. All announcements made and information passed by the Department Liaison should be approved by the Chief.

Viewing / Visitation Coordinator

Should you face a large funeral and a long viewing/visitation period and the family has requested the fire department provide an Honor Guard for the coffin, you may wish to consider identifying a member to act as the Viewing/Visitation Coordinator. The times for a firefighter standing their post are short, generally 10 to 15 minutes per shift. With that in mind, you will need at least one additional firefighter to take the next shift (more is better). The Viewing/Visitation Coordinator can enlist volunteers for this Honor Guard duty and create a shift schedule to cover the various shifts. It is a long and detailed process, but should you need to provide an Honor Guard at the viewing, a helpful one. Arizona LAST can provide ceremonial axes and pike poles for use by the Honor Guard members.



Service Coordinator

If an agency doesn't have an honor guard or chooses not use an honor guard the Chief may assign varied tasks to a *Service Coordinator*. This person will ensure all department flags are lowered to half-staff and raised again to full staff at the appropriate times. Other assigned tasks might include ensuring that fire department buildings are bunted, as well as preparing any apparatus to be used to carry the fallen firefighter. The Service Coordinator will notify the membership of the uniform of the day. They will acquire the black mourning bands for badges, or provide black tape, and they will order the Class A uniform for the fallen firefighter.

Should the department decide against a Mortuary Sector Officer position, the Service Coordinator should handle those duties to meet the family's requests.

The Service Coordinator should coordinate any walk-throughs or rehearsals of department personnel. Further, they should coach Pall Bearers and Ushers so those individuals feel comfortable doing their jobs. The Service Coordinator is responsible for charting the seating arrangements at the service and should provide map locations of the funeral home, or other location of service, as well as the cemetery and grave location.

Should the family wish a flag presentation; the funeral home will provide an American flag if the deceased firefighter was a military veteran. If the fallen firefighter was not a military veteran, the Service Coordinator may need to acquire (purchase) one. Some protocols require state or department flags be used for non-veterans. Other protocols do not specify. The Service Coordinator must ensure that the department members responsible for folding the flag do so properly. Directions for folding the flag are included in Appendix H of this document.



Appendix C

Other Resources for Fire Departments

Autopsy Guide

Firefighter Autopsy Protocol, United States Fire Administration, 1991

Available online at www.usfa.fema.gov/downloads/pdf/publications/FA-156.pdf

Contact: US Fire Administration at www.usfa.fema.gov

USFA Publications Center, 16825 S. Seton Ave, Emmetsburg, MD 21727

1-800-561-3356

Benefits

Public Safety Officers' Benefits Program Information

Available online at www.firehero.org

Public Safety Officers' Educational Assistance Program

Available online at www.firehero.org

National Fallen Firefighters Foundation, State Benefits

Available online at www.firehero.org

See *State Benefits* section

Funeral Guides

Final Farewell to a Fallen Firefighter: A Basic Fire Department Funeral Protocol,
Fire Engineering Magazine, 1993

Contact: Fire Engineering Magazine

E-Mail: williamm@pennwell.com for reprint

Park 80 West, Plaza Two, 7th Floor, Saddle Brook, NJ 07663

201-845-800.1 Fax: 201-845-6275

Funeral Procedures for Firefighters, National Volunteer Fire Council, 1991

Contact: NVFC at <http://www.nvfc.org/hot-topics/funeral-procedures>

17th Street, NW, Suite 490, Washington, DC 20036

202-887-5700/1-888-ASK-NVFC Fax: 202-887-5291

IAFF Recommended Protocol for Line of Duty Deaths. The IAFF will provide this protocol at the request of the IAFF District Vice President or local IAFF affiliates.

Contact: IAFF at www.iaff.org

1750 New York Avenue, NW, Washington, DC 20006

202-737-8484 Fax: 202-737-8418



Appendix D

Critical Incident Stress Management Support

Department Support

It is highly recommended that in the case of a LODD, the fire department contact a CISM/Peer Support Team (PST) as soon as possible.

CISM/PST team members are highly trained and skilled at helping emergency services people handle extremely stressful situations. Simply contact a team closest to your location. The Arizona LAST and the PFFA may be able to assist in this area as well.

For the greatest effectiveness and support for department members, you will want to request this support as early as possible. CISM/PST is a valuable resource that can help you better manage the first few hours following a death.

The following chart explains the differences between *Grief Counseling* and *Critical Incident Stress Debriefings*. The basic difference is the scope of the two approaches. The chart, plus the Signs of Grief chart following, may help you to determine the best method of assistance for your department members.

Grief vs. CISM

| Grief Counseling . . . | Critical Incident Stress Debriefing |
|---|---|
| <i>Helps the survivor . . .</i> | <i>Assists fire service personnel to construct a shared picture of . . .</i> |
| <ul style="list-style-type: none"> • actualize the loss • identify and express feelings • live without the deceased • withdraw emotionally from the deceased | <ul style="list-style-type: none"> • how the incident occurred • what each member was thinking • what each member was doing • how each individual is reacting and feeling • how the department is reacting |
| <i>It is designed to . . .</i> | <i>A CISM is designed to assist firefighters and the department take concrete steps to . . .</i> |
| <ul style="list-style-type: none"> • provide support and understanding of normal grief behaviors • provide ongoing support • increase coping skills • occur individually, in groups or by family <p>Counseling may be ongoing and provides more individualized attention than a group debriefing.</p> | <ul style="list-style-type: none"> • begin the recovery process • learn from the experience • honor its lost member(s) • rebound from challenging events • collectively move forward <p>CISM sessions usually occur once or twice. CISM sessions are <i>not</i> “therapy.”</p> |

Grief can affect many aspects of a person’s life. The following are typical signs of grief. These signs indicate that a person may require extra support. Should symptoms worsen or remain for a long period, additional professional assistance should be considered.



Signs of Grief

| Emotional Signs | Behavioral Signs |
|---|--|
| <p>sadness anxiety</p> <p>helplessness shock</p> <p>relief anger</p> <p>loneliness freedom</p> <p>guilt fatigue</p> <p>yearning numbness</p> | <p>social withdrawal</p> <p>crying and sighing</p> <p>searching and calling out</p> <p>absentmindedness</p> <p>sleep and appetite disturbance</p> <p>avoiding reminders of the deceased</p> <p>dreaming of the deceased</p> <p>carrying objects belonging to the deceased</p> <p>wearing clothes belonging to the deceased</p> |
| Cognitive Signs | Physical Signs |
| <p>disbelief</p> <p>confusion</p> <p>preoccupation</p> <p>hallucinations</p> <p>denial</p> <p>a sense of presence of the deceased</p> | <p>hollow stomach</p> <p>tightness of chest</p> <p>dry mouth</p> <p>breathlessness</p> <p>lack of energy</p> <p>feeling of panic</p> <p>muscle weakness</p> <p>depersonalization</p> <p>over-sensitivity to noise</p> |



Appendix E

The Firefighter's Prayer (Traditional Version)

When I'm called to duty God
wherever flames may rage
give me strength to save a life
whatever be its age

Help me embrace a little child
Before it is too late
Or save an older person from
The horror of that fate

Enable me to be alert
To hear the weakest shout
And quickly and efficiently
To put the fire out

I want to fill my calling and
To give the best in me
To guard my friend and neighbor
And protect his property.

And if according to your will
I have to lose my life
Bless with your protecting hand
My children (family) and my wife (friends, mate)

Alternate endings:
(My family one and all)
(The loved ones in my life)

-- *Anonymous*



Appendix F

Tolling of the Bell – a Short History

Long before the Internet was invented, or telephones and radios were used across our great nation, fire departments used the telegraph to communicate, using special codes to receive fire alarms from those once-familiar red fire alarm boxes which stood on practically every street corner.

When a firefighter was killed, or in the language of the military and public safety, “*fell in the line of duty*,” the fire alarm office would tap out a special signal. This signal would be tapped out as **five measured dashes; then a pause; then five measured dashes; then a pause; then five measured dashes.**

This came to be called the ***Tolling of the Bell*** and was broadcast over the telegraph fire alarm circuits to all station houses in the vicinity. Heard outside on the streets, with fire department's windows open, the resonating echo was similar to that of the fire stations of old where fire alarm gongs sounded the locations of thousands of emergencies throughout the history of this growing country.

This was done for the purpose of notification, and as a sign of honor and respect for all firefighters who had made the ultimate sacrifice in service to their communities. Such symbolism has been a time-honored fire service tradition and is repeated at each service of a fallen firefighter.

Bell Ceremony Reading

Throughout most of history, the life of a firefighter has been closely associated with the ringing of a bell.

As she began her tour of duty, it was the bell that started the shift.

Throughout the day and night, each alarm was sounded by a bell, which called her to duty and to place her life in jeopardy for the good of his fellow man.

And when the call had ended, and the alarm was completed, it was the bell that rang three times to signal the end. And now our Sister has completed her task, her duties well done, and the bell rings three times followed by a pause, three times followed by a pause and three times in memory of and in tribute to her life and service.

Detail Officer calls firefighters to attention

Color Guard and / or firefighters called to present arms

Bell is solemnly struck three times for three cycles; pausing in between strikes and cycles.

Color Guard and / or firefighters called to order arms



Appendix G

The Last Alarm

The following is a common format used by many fire departments. It is easy to change the text to fit local protocol. Consider adding badge or employee numbers if appropriate. It is also recommended that the call be pre-recorded rather than attempted to be read live and that the acoustics of the area where the Last Alarm will be read are tested beforehand. Be sure to have ample radios available for the family to hear the call. Also, consider having the Last Alarm script engraved as a keepsake for the family.

Sample Script

All Station Encode

Dispatch Tone

“Alarm to XXXXXXXX (Rank and name) – **Repeat three times with a pause in between**

“The Town, of XXXXXXXXXX and its Citizens, are in your debt for your XX years of service (as a Firefighter, Paramedic, Captain, Chief, etc.).”

“This is your final assignment. Respond to XXXXX (Cemetery or Home Address) where your final duty will be to watch over your family, friends, and fellow firefighters. (Rank and name), may you rest in peace.”

“Alarm clear at XXXX hours.”

Alternate ending: “May you go with God”



Appendix G

How to Fold the American Flag

Step 1



To properly fold the Flag, begin by holding it waist-high with another person so that its surface is parallel to the ground.

Step 2



Fold the lower half of the stripe section lengthwise **over** the field of stars, holding the bottom and top edges securely.

Step 3



Fold the flag **again** lengthwise with the blue field on the **outside**.



Step 4



Make a triangular fold by bringing the striped corner of the folded edge to meet the open (top) edge of the flag.

Step 5



Turn the outer (end) point inward, parallel to the open edge, to form a second triangle.

Step 6



The triangular folding is continued until the entire length of the flag is folded in this manner.

Step 7



When the flag is completely folded, only a triangular blue field of stars should be visible.



Appendix I

Funeral Protocols for Firefighter Deaths

There are many philosophies regarding what should or should not be included in a non-Line of Duty Death or retiree funeral. We have included the following chart to provide recommendations of honors that are appropriate for LODD's, NLODD's, retired members and support staff.

It should be noted that these are guidelines and are not mandated. Careful consideration should be given to the family's wishes and to the honors that have meaning to the department.

Level of Honors

| Option | Line of Duty | Active Member | Retired Member | Support Staff |
|-----------------------------|---------------------|----------------------|-----------------------|----------------------|
| Casket on Apparatus (Cason) | Yes | | | |
| Flag Lowered, Municipal | Yes | | | |
| Bunting of Fire Station | Yes | | | |
| Bunting of Fire Apparatus | Yes | | | |
| Honor Guard | Yes | Yes | | |
| Tolling of the Bell | Yes | Yes | | |
| "Last Call" (Alarm) | Yes | Yes | | |
| Flag Draped Casket | Yes | Yes | If a Veteran | |
| Burial in Uniform | Yes | Yes | | |
| Badge Plaque | Yes | Yes | | |
| Bag Pipes | Yes | Yes | Yes | |
| Department Grave Marker | Yes | Yes | Yes | |
| Pall Bearers | Yes | Yes | Yes | |
| Playing of Taps | Yes | Yes | Yes | |
| Procession | Yes | Yes | Yes | |
| Flag Lowering at Station | Yes | Yes | Yes | |
| Badge Shrouding | Yes | Yes | Yes | |
| Post Service Reception | Yes | Yes | Yes | Yes |
| Flowers on Apparatus | Yes | Yes | Yes | Yes |
| Walk Through | Yes | Yes | Yes | Yes |
| Services of Chaplain | Yes | Yes | Yes | Yes |



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P. O. Box 48211, Denver, CO 80204
Pipe Major Scott Hughes 303-674-7695
or E-mail at piper3893@msn.com
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Line of Duty Death or Serious Injury Notification
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16. Yarmouth Fire Department, Yarmouth, MA
A Guide to Help the Fire Service Prepare for a Line of Duty Death



How to Reach the Arizona LAST Team

Fire Chief Paul Bourgeois
State Coordinator
Superstition Fire & Medical District
Work: 480-982-4440
Cell: 480-682-7763
E-mail: paul.bourgeois@sfmd.az.gov

Captain Joe Kelley
Northern Arizona Regional Representative
Central Yavapai Fire District
Work: 928-772-7711
Cell: 928-848-3130
Email: JKelley@centrallyavapaifire.org

Deputy Chief Richard Kochanski
Central Arizona Regional Representative
Mesa Fire Department
Work: 480-644-5950
Cell: 480-682-7855
Email: Richard.Kochanski@mesaaz.gov

Assistant Chief Pat Abel
Southern Arizona Regional Representative
Golder Ranch Fire District
Work: 520-825-9001
Cell: 520-954-4009
E-mail: pabel@golderranchfire.org

AZ LAST may also be reached by notifying: the National Fallen Firefighters Foundation: 1-866-736-5868; the Arizona Fire Chiefs Association: 623-581-8596; or the Arizona Fire District's Association: 602-457-5735

