



**PRINCE GEORGE'S COUNTY, MARYLAND
FIRE/EMERGENCY MEDICAL SERVICES DEPARTMENT GENERAL ORDER**

General Order Number: 01-12	Effective Date: November 6, 2020
Division: Administration and Organization	
Chapter: Fire/EMS Department Funeral Procedures	
By Order of the Fire Chief: Tiffany D. Green 	Issue Date: November 6, 2020

POLICY

This General Order shall establish guidelines and proper procedures for conducting Fire/Emergency Medical Services (EMS) Department funerals. Although these procedures serve as a general framework for conducting Fire/EMS Department funerals, it does not take precedent over the family’s wishes. These procedures are based on the concepts presented in the National Fallen Firefighters Foundation “Taking Care of Our Own” Program and is a compilation of key materials to assist the Department, co-workers and surviving family/friends in honoring our fallen heroes.

DEFINITIONS

Memorial Orders – Specific orders issued by the Fire Chief regarding flag protocols and badge shrouding.

Survivor Action Officer – Individual assigned the responsibility to coordinate and develop the funeral.

PROCEDURES/RESPONSIBILITIES

I. General Guidelines

- A. The coordination and development of a funeral service can be very difficult, both physically and emotionally. There are many factors that should be considered when preparing a funeral service. As all emergencies are uniquely different, the framework within which we work remains the same. Thus, the Incident Management System should be utilized in the coordination and development of a funeral service to ensure a proper and efficient service.
- B. When preparing for a Fire Department funeral, the Department shall utilize the National Incident Management System (NIMS) Incident Command System (ICS), as we would for any large scale event. The Survivor Action Officer will prepare the appropriate ICS forms, based on the type and scale of the funeral service.



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II. Types of Services

A. The Department will recognize three (3) levels of services when conducting funerals.

1. Line-of-Duty Death

a) A line-of-duty death will receive the full honors and respect befitting a member who lost his/her life in the performance of his/her duties.

Ultimately, the service will reflect the wishes of the family. A service resulting from a line-of-duty death will generally include:

- (1) A Fire/EMS Department memorial service
- (2) A casket watch by the Honor Guard
- (3) Full dress uniforms for as many sworn/volunteer personnel as possible
- (4) Uniformed Fire/EMS personnel ushers
- (5) Appropriate transportation of the casket
- (6) Coordination of transportation for family members
- (7) A grave side ceremony with color guard, flag fold, and ladder arches

2. Non-Line-of-Duty Death of an Active Member

a) A non-line-of-duty death is one that did not occur while the member was actively involved in a Departmental activity. They can include active members and retired/inactive chief officers of the Department. This type of service will include:

- (1) A Fire/EMS Department memorial service
- (2) Honor Guard participation
- (3) A grave side ceremony, and the formation of arches

3. Non-Line-of-Duty Death of an In-Active or Retired Member

a) A non-line-of-duty death is one that did not occur while the member was actively involved in a Departmental activity. They can include inactive members and retired/inactive chief officers of the Department. This type of service will include:

- (1) A Fire/EMS Department memorial service
- (2) Honor Guard participation
- (3) A grave side ceremony, and the formation of arches

III. Fire/EMS Department Representation

A. When a death occurs to an inactive/retired member of the Department and the family has indicated that they wish to have Fire/EMS Department representation, the Fire Chief will assign a small delegation to represent the Department, generally including a Fire/EMS Department Chaplain, an Assistant Fire Chief, Battalion Chief or Volunteer Assistant Chief, and in certain instances, representatives from the Honor Guard.



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IV. Implementation

- A. Should a death occur, the Office of the Fire Chief will be notified of the death (in accordance with *General Order 01-05, Notification Procedures*). The Fire Chief may issue “Memorial Orders” if appropriate, as well as any other special instructions.
- B. If needed, a Survivor Action Officer and any additional Divisions and Groups will be assigned as soon as possible.

V. Command

- A. The Fire Chief is ultimately in charge of a Fire/EMS Department funeral. He/she may appoint a Survivor Action Officer to coordinate the services on his/her behalf.
- B. The Survivor Action Officer is responsible for the overall coordination and development of the funeral. He/she will ensure that all of the Divisions and Groups are assigned, and that each Division and Group is coordinated to ensure an efficient service. Customarily, the Survivor Action Officer will provide updates to the Fire Chief and the Division and Group directors. Moreover, the Survivor Action Officer will keep each Division and Group accountable on progress of tasks/assignments, and authorize the addition or release of personnel to a given Division or Group. The Survivor Action Officer shall conduct an initial meeting to assign Division and Group assignments.
- C. When delegating Division and Group assignments, the Survivor Action Officer should provide proper guidance/facilitation for the home company, who may want to take on a great deal of the assignments.
 - 1. Though the wishes and desires of the home company should influence the service, they should be cautioned that supervision of many events may preclude some of the membership from participating in the actual service. Ideally, another company should offer aid to the home company and provide assistance. This would allow all the members of the home company to remain involved without having to miss out on any part of the ceremonies. The partner company may also serve as a fill-in crew for the affected company. In cases where another company is unable to assist, the Survivor Action Officer can assign other personnel to accomplish this task.



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VI. Divisions and Groups

- A. Each Division and Group Supervisor is responsible for providing the Survivor Action Officer with progress reports that include:
 - 1. Current information about the needs and accomplishments
 - 2. Completion of tasks and assignments
 - 3. Other pertinent information

- B. The Divisions and Groups needed for a funeral service may include:

Funeral	Logistics	Cemetery Site
Protocol	EMS	Parking
Family Liaison	VIP	Ushers
Printing	Reception/Food	Procession
Support Group	Honor Guard	Press Information
Chaplain	Transportation	Audio/Visual
Funeral Home Liaison		

- C. Each Division and Group should be assigned to an officer who can bring the resources needed to accomplish a given task (Attachment A).

VII. Considerations/Arrangements

- A. The Survivor Action Officer and the Division and Group Officers are responsible to coordinate the Fire/EMS services at the funeral home/place of worship. Considerations include: Fire/EMS Department Memorial Service, firefighter formation, musical arrangements, readings, eulogies, special remarks, procession, hearse, services at the burial site, crossed arches, sounding of taps, bagpiper, bell toll, honor guard, flag fold, and presentation of flag.

- B. Arrangements may include:
 - 1. Honor Guard Stand By – dependent upon protocols and level of service
 - 2. Active Pallbearers – six personnel
 - 3. Honorary Pallbearers – family, Company Officer, retirees, etc.
 - 4. Funeral Detail – uniformed personnel
 - 5. Bugler
 - 6. Flag for the casket
 - 7. Provide information to Departmental personnel to carry out their role in the funeral
 - 8. Survey the areas of the funeral service and make the needed provisions for placement of attending personnel and Fire/EMS equipment; provide information and maps



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9. Designate a room for the family and dignitaries – rooms for Honor Guard preparation
10. If needed, designate a meeting area away from the funeral site for all uniformed personnel to meet; the group can then march to the funeral home to act as a funeral detail
11. Badge covers for uniformed personnel
12. Designate a vehicle for casket transportation
13. Coordination of multiple joint funerals
14. Maps for out-of-town Fire/EMS service personnel. This map should include locations of:
 - (a) fire stations
 - (b) funeral home
 - (c) church
 - (d) assembly areas
 - (e) parking areas
 - (f) auxiliary parking areas
 - (g) procession route
 - (h) cemetery and grave site
 - (i) other information deemed necessary
15. Police Department: traffic procession and parking assistance
16. Photography
17. Media
18. Transportation of family and guests

C. All areas of responsibility will be closely monitored by the Survivor Action Officer and the Family Liaison to ensure that all families' desires are being met.

REFERENCES

National Incident Management System Incident Command System – ICS Forms (Fillable)

<https://training.fema.gov/icsresource/icsforms.aspx>

National Fallen Firefighters Foundation (NFFF) – Taking Care of Our Own Program

<https://www.firehero.org/resources/department-resources/programs/taking-care-of-our-own/>

FORMS / ATTACHMENTS

Attachment A – Fire/EMS Department Funeral Divisions and Groups

Attachment B – Fire/EMS Department Funeral Guidelines

Attachment C – Prince George's County Fire/EMS Funeral Operational Procedure

Prince George's County Government

PRINCE GEORGE'S COUNTY FIRE/EMS DEPARTMENT

Funeral Operational Procedures



PRINCE GEORGE’S COUNTY FIRE/EMS DEPARTMENT FUNERAL OPERATIONAL PROCEDURES

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INTRODUCTION

The work environment of Firefighters is inherently dangerous. To survive in this profession, the Firefighters routinely uses protective clothing, respiratory protection, safety equipment, and standard operating procedures intended to reduce the level of risk. Although, the Prince George's County Fire/Emergency Medical Services (EMS) Department utilizes the best available science, equipment, training, and work environments, serious injury or death continues to be a threat to all. A Line of Duty death (LODD) has a profound and devastating impact on families, friends, and co-workers. The Prince George's County Fire/EMS Department is committed to providing professional, informative, sincere and honorable support to families and the extended community when a member suffers a Line of Duty death.

PURPOSE

This guide is intended to provide Prince George's County Fire/EMS Department Chief Officers a single, comprehensive, reference guide in the preparation and response to a Firefighter Line of Duty death (LODD). All Chief Officers are encouraged to familiarize themselves with this guide and take appropriate actions to prepare for a professional and competent response to a Line of Duty death. The information is based upon the concepts presented in the National Fallen Firefighters Foundation "Taking Care of Our Own" Program and is a compilation of key materials to assist the Department, co-workers and surviving family/friends in honoring our fallen heroes.

PHASES

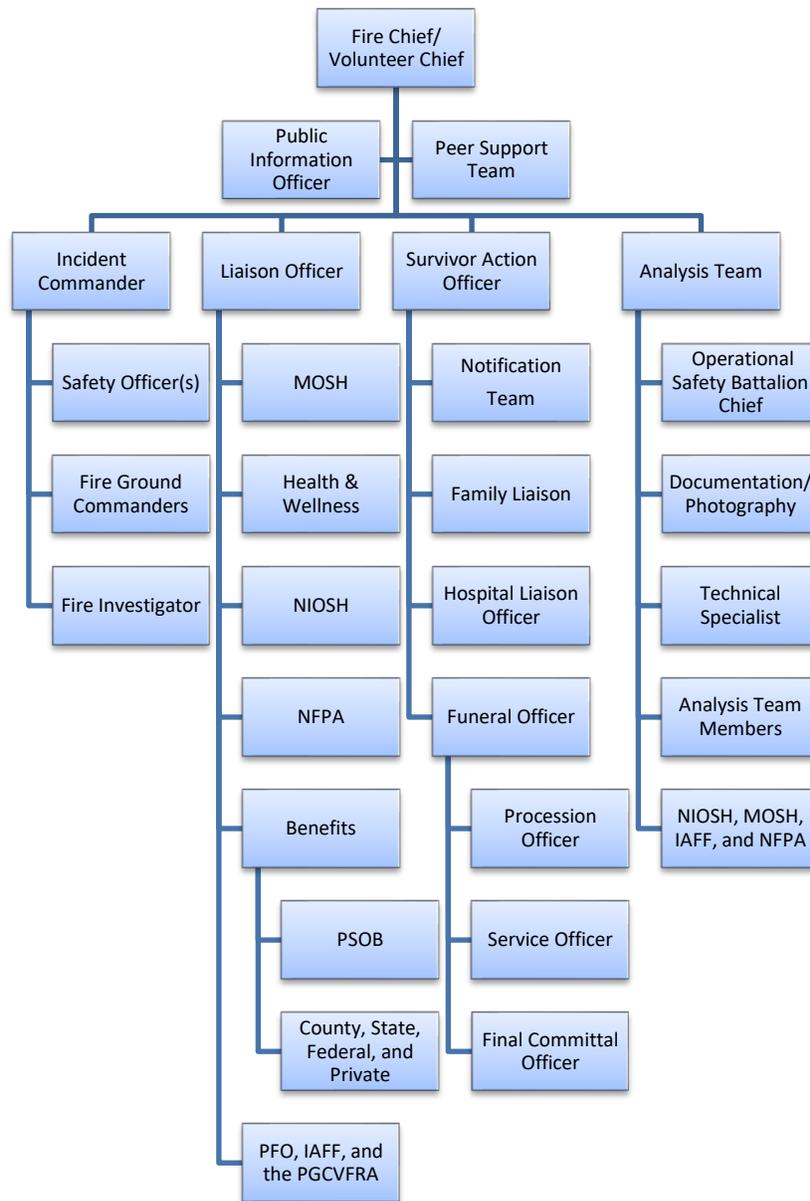
This operational procedure is divided into four (4) phases and is listed sequentially, although some actions may occur concurrently. Each phase is briefly described below with detailed actions provided further in this document.

- **Initial Actions** – This phase describes the actions that must be taken immediately following a Line of Duty death. Emphasis during this phase is placed upon initial notifications and securing possible evidence.
- **First 24 hours** – During this phase, secondary notifications are made, a family support team is established, Departmental support efforts begin, an analysis team is organized, and the needs of the media are addressed.
- **Day Two Through the Funeral** – During this phase, designated personnel assist the family in planning the funeral as they choose, Departmental personnel are kept informed about details, and the family support team assists the family with miscellaneous tasks as desired. Support is provided to Fire/EMS members as needed.

- **After the Funeral** – Family support continues, especially with regard to assisting the family in accessing all of the benefits for which they are eligible. Departmental support continues, this plan is updated as necessary, and the analysis of the incident is completed and presented to the Fire Chief/Volunteer Chief, Manager of Health and Wellness, Health/Safety Workgroup, Employee Group Representatives, Departmental Members, family members of deceased Firefighters, and other parties in accordance with the Maryland Public Information Act.

ORGANIZATION

The organization of these efforts vary throughout phases. An overall illustration of the organization which is explained further throughout the document is outlined below:



GENERAL GUIDELINES

When a Line of Duty death occurs, several considerations are essential in the support of surviving families, friends and co-workers. They include:

- Identifying and meeting the needs of the surviving family.
- Ensuring the needs and wishes of the family supersedes the needs and wishes of the Department.
- Providing ongoing emotional and spiritual support for the surviving family.
- Using good organization, coordination and communication.
- Maintaining flexibility.
- Consistent monitoring to ensure the well-being of all those involved.

The primary goal of the Prince George's County Fire/EMS Department is to collaborate and support the family, religious institution, funeral director and others involved to ensure that the fallen Firefighter receives a fitting tribute.

The Fire/EMS Department responsibilities are not the same as those of the funeral director. Fire Department personnel should work with the funeral director in the best interest of the Firefighter's family. The Prince George's County Fire/EMS Department will strive to support and fulfill the wishes and desires of the surviving family regarding the funeral ceremonies.

PRE-INCIDENT PLANNING

Pre-planning is essential to ensure the Department meets the needs of the family and co-workers. The positions below will be essential to ensure proper procedures are followed and supported during this process. The Fire Chief/ Volunteer Chief will appoint personnel to the following positions:

Survivor Action Officer – The Fire Chief/Volunteer Chief shall appoint a Survivor Action Officer. As a direct representative of the Fire Chief/Volunteer Chief, the Survivor Action Officer should receive the full cooperation of the entire Department. The Survivor Action Officer will appoint assistants and delegate responsibilities as required to successfully complete all assigned duties.

Once appointed, the Survivor Action Officer shall maintain an updated list of personnel (and alternates) to serve and ensure that they receive appropriate training to function in the following key positions:

- Survivor Action Officer (Assistant)
- Notification Officer
- Family Liaison Officer
- Hospital Liaison Officer
- Funeral or Memorial Service Officer
- Procession Officer
- Service Officer
- Final Committal Officer
- Honor Guard and Color Guard Coordinator

****NOTE: Personnel serving as a Survivor Action Officer, Family Liaison, Hospital Liaison, or Benefits Officer should attend “Taking Care of Our Own” training offered by the National Fallen Firefighters Foundation. In addition, the Survivor Action Officer should ensure a review is periodically conducted to ensure all individuals are familiar with their duties.****

Administrator – maintains information related to all Department members. Information for all members shall be kept on file at a single location. This information shall include:

Personnel Information – Emergency contact information must be maintained in accordance with Department’s policies and procedures. This information shall be maintained respectively by the Individual Volunteer Corporations and the Department Watch Office.

Support –The Administrator plays a major role in overseeing notifications, family support, and funeral arrangements. This individual maintains a current resource list of:

- Buglers
- Pipers
- Vocal and instrumental performers
- Hotels/Lodging
- Funeral Homes – minimum one North and one South end of county

Ceremonial Clothing and Equipment Officer – The Ceremonial Clothing and Equipment Officer should ensure that the following items are available for use during Fire/EMS Department funerals (minimum of two kits) available at Logistics:

- Badge and name tag presentation frame
- An extra badge for each rank in the department as well as the name of the source for obtaining a duplicate name tag on an emergency basis
- American Flag
- White gloves in sufficient number for the Honor Guard and eight (8) pallbearers
- Minimum 50 feet of black bunting

FUNERAL TYPES

The death of a Firefighter may occur under a variety of circumstances. Based on the circumstances, the Department should provide appropriate services from the planning of the funeral through the survivor follow-up process. To ensure all fallen Firefighters are honored in a consistent manner, the Department has adopted the following policy regarding the types of services offered.

Line of Duty death: A death of an active member of the Department from a non-traumatic or traumatic injury in the Line of Duty.

- Job-related traumatic death: A blow to the body by an outside force, e.g., crushing injuries suffered in a building collapse, apparatus accident or fall. Burns, smoke inhalation and such climatic injuries as heatstroke or frostbite are considered traumatic injuries.

- **Job-related non-traumatic death:** A non-traumatic illness that is strongly believed or has been proven to be attributable to the job. Examples are stress, heart attacks, strokes, diseases and mental illness (suicide).

Active member: A full-time member or volunteer member serving in an active capacity.

Inactive member: A retired member of the Department.

Affiliate member: An individual who has served in some capacity with the Department such as civilian employee, Auxiliary, administrative member, etc.

Non-job-related death: Deaths, natural and traumatic, that are not related to fire or emergency medical service duty.

Types of Services

- **Level One:** A Line of Duty or job-related death of an active member.
- **Level Two:** A non-job-related death of an active member. This may include an inactive member whose death has stemmed from an injury or illness sustained during active duty.
- **Level Three:** A non-job-related death of an inactive, retired, affiliate member or any other person as deemed necessary by the Fire Chief/Volunteer Chief.

FUNERAL OR MEMORIAL SERVICE PLANNING CONSIDERATIONS

Assistance for funerals and memorials services can vary greatly and can range from complete coordination to a request for minimal and/or no Department involvement. The family must always be allowed to make that choice.

In circumstances in which the family requests no Department involvement, the Department may choose to honor the Department member through a Fire Department Memorial Service.

Listed in Appendix F of this document is a summary of the funeral or memorial service options and the level for which they are appropriate.

ANALYSIS

The purpose of this phase is to ensure that the analysis is a methodical effort to collect, analyze, and report the facts in an accurate unbiased manner. It is important to understand that the goal of an analysis is not to blame, but rather identify deficiencies in policy, procedure and other actions and make corrective recommendations. Accusation of negligent acts and determinations of personal responsibility or liability are beyond the scope of this fact-finding report. Simply said, the goal of the Analysis is to determine:

- What happened?
- Why did it happen?

- What, if anything, can be done to reduce the risk of a recurrence?

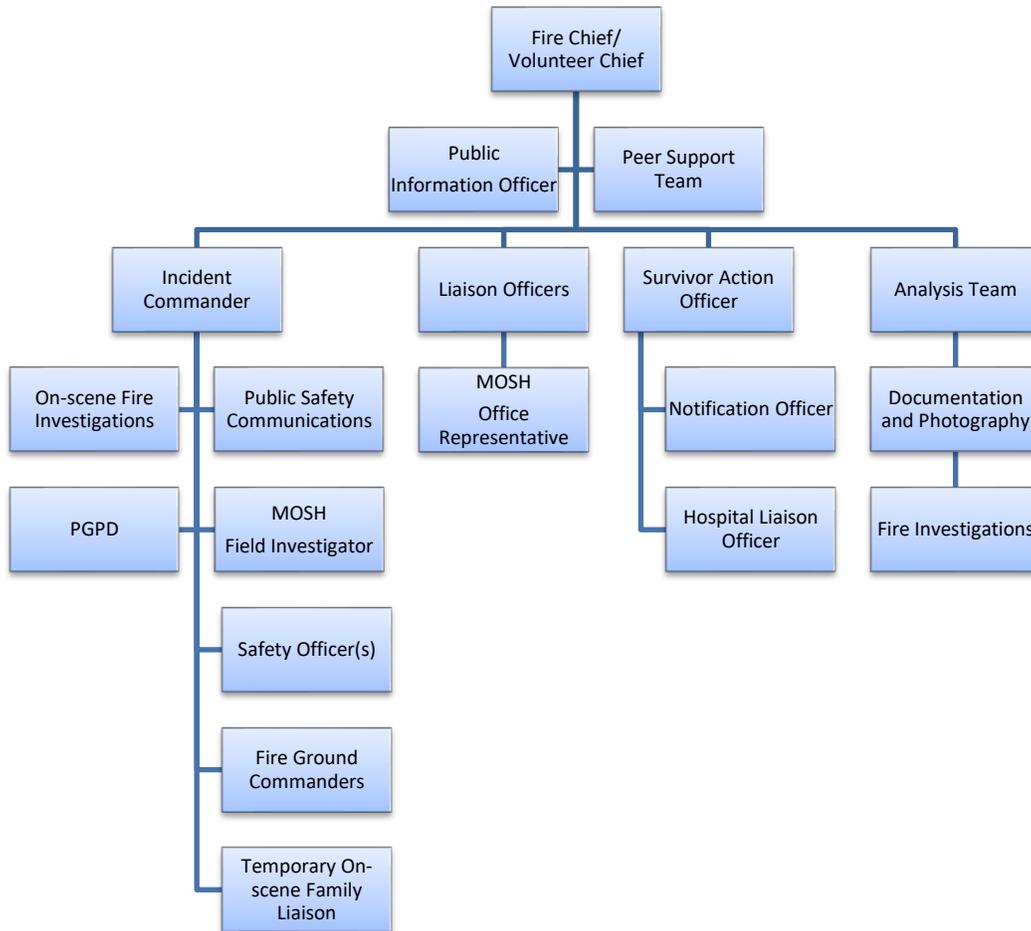
However, it should be understood that the report will be made available to other parties in conjunction with the Maryland Public Information Act. Accusation of negligent acts or other personal responsibility may be subject to question from other sources.

INITIAL ACTIONS PHASE

Emphasis during this phase is placed upon initial notifications and initiating investigation/analysis and shall take place immediately following a Line of Duty death.

Immediately following a Line of Duty death, notifications shall be made in accordance with *General Order 01-05 Notification Procedures*. Upon approval, the Fire Chief/Volunteer Chief shall activate the “Initial Actions Phase” of this policy.

The organizational structure during the Initial Actions Phase is illustrated below. Specific duties for the positions illustrated appear on the next page.



INITIAL ACTION PHASE RESPONSIBILITIES

INCIDENT COMMANDER

- Notify Public Safety Communications and the Watch Office via land line. In instances where the lack of phone service prohibits its use, a radio may be used to announce a “Departmental Injury”. Names shall not be announced on the radio.
- Preserve the Scene. The incident commander should coordinate with the On-scene Fire Investigator to ensure scene integrity.
- Assign an individual to assist family members (until the On-scene Departmental Family Liaison arrives) that may come to the scene.
- Establish location to take written statements if they cannot be done at the scene
- Coordinate location for Peer Support Services (if needed)
- Coordinate Staffing Changes as necessary
- Coordinate completion of the First Report of Injury (FROI)

WATCH OFFICE

- Notify the Fire Chief/Volunteer Chief and, upon authorization activate the “Initial Actions Phase.”
- Prepare an email notification consistent with Appendix A
- Activate “Initial Actions Phase” by notifying the following personnel via email:
 - All Deputy Chiefs, Career & Volunteer
 - All Assistant Fire Chiefs, Career & Volunteer
 - Volunteer Department President and Membership
 - Public Information Officer, Career & Volunteer
 - Peer Support Team Leader, Career & Volunteer
 - Duty Safety Officer (if not already on location), Career & Volunteer
 - Safety Battalion Chief, Career & Volunteer
 - On-duty Fire Investigator
 - Chairperson and/or Vice Chair, Fire Commission
 - Volunteer Fire and Rescue Association Presidents
 - President, IAFF Local 1619

*****Note: A page/email is not sufficient, individuals must be prompted to contact the Watch Office for notification confirmation*****

*****Note: Follow-up notification shall be made to personnel who have not responded within 2 hours of initial notification*****

- In addition to email notification, personal contact via telephone will be made to the following:
 - The Duty Chief
 - The IAFF President/The Volunteer Fire and Rescue Association Presidents

- The Chairperson and/or Vice Chair, Fire Commission
- The Volunteer Chief and/or President of the respective Department
- The Manager of the Health and Wellness Office

FIRE CHIEF/VOLUNTEER CHIEF

- Notify County Executive
- Notify County Council Chairperson
- Notify Chief Administrative Officer
- Notify Public Safety Officer
- Notify Union President and/or Volunteer Fire and Rescue Association Presidents
- Notify Chairperson and/or Vice Chair, Fire Commission
- Appoint a Survivor Action Officer

PUBLIC INFORMATION OFFICER

- Gather Information
- Organize Public Information Staff
- Keep Other Department Members informed

PEER SUPPORT TEAM

- Begin assessment by gathering information from the Public Information Officer, Duty/Division Chief, Fire Communications Supervisor and on scene Incident Commander.
- When appropriate, request assistance from outside Peer Support resources.
- Apply the appropriate Peer Support Strategies and Services with primary focus on the following groups:
 - On Scene Personnel
 - On Scene Command Staff
 - Other on Scene Response Agencies
 - Notification Team
 - Survivor Action Officer
 - Hospital Liaison
 - Departmental PIO Personnel
 - Appropriate Off Duty Personnel
 - Family/Friends and support networks of injured or deceased
 - Senior Command Staff
 - Other personnel as requested
- Consult/assist as needed with notification team.
- Assist where appropriate with the mitigation of the incident, potential impact of loss or injury and the imminent memorial of the Department member.
- Develop an action plan based on Department Peer Support policy.

SURVIVOR ACTION OFFICER

- Obtain Emergency Notification Information for individual.
- Appoint a Liaison Officer

- Appoint a Family Liaison Officer and an on-scene Family Liaison Officer (if needed).
- Appoint a Notification Officer to ensure prompt notification of the Family.
- Appoint a Hospital Liaison Officer.
- Establish an action plan for the first 24 hours.

LIAISON OFFICER

- Establish administrative support (Leave, clerical assistance, vehicles, phones, pagers, etc....).
- Serve as a Liaison for various County and outside agencies. Contacts should be made as necessary according to the situation. Examples of some agencies/organizations that may become involved include:
 - Health and Wellness Office (301-583-1951) – Health and Wellness should be notified promptly after a Line of Duty death or serious injury.
 - Medical Examiner (410-333-3250) - To conduct autopsy as required by the USFA to ensure compliance with Public Safety Officer Benefits Program.
 - MOSH (1-888-257-MOSH) - Must be notified in the event of a death or 3 or more serious injuries. They may conduct an independent analysis.
 - National Fallen Firefighters Foundation as needed for assistance. (301- 447-1365).
 - NIOSH (800-CDC-INFO) - The Department may request an Investigation and/or NIOSH may elect to investigate the incident.
 - DOT (202-366-4000) - DOT has interest in incidents where vehicle design or maintenance defects may have been a factor. The DOT has investigative authority and the analysis team shall cooperate with them.
 - NTSB (1-844-373-9922) - Required by law to investigate aircraft incidents, highway accidents at railroad crossings, railroad accidents, pipeline accidents, major marine casualties. Any NTSB employee may do whatever is necessary for a proper investigation.
 - USFA (301-447-1000) [daytime only] - If requested, the USFA has the ability to dispatch a contracted investigator to assist with the analysis.
 - Maryland State Firemen’s Association Chairman of Trustees
 - HEROES, Inc. (202-638-6658)
 - NFPA (800-344-3555) - Has no investigative or enforcement powers and participates in investigations only at the invitation or with the approval of the Fire Chief/Volunteer Chief.
 - IAFF (202-737-8484) - Can help coordinate many agencies if necessary.
 - Other - It will not be unusual for a LODD to become the focus of multiple official and unofficial investigations in addition to those mentioned above. Coordination of these individuals is essential.

NOTIFICATION OFFICER

Ensure Prompt notification based upon guidance in Appendix B.

- Obtain accurate up-to-date information from the following sources:
 - Public Safety Communications Supervisor

- PIO (Volunteer & Career)
 - Volunteer Services Commander
 - Duty/Division Chief (Volunteer & Career)
 - Incident Commander (Volunteer & Career)
 - Deceased Member's Station Commander (Volunteer & Career)
 - Deceased Member's Station Officer (Volunteer & Career)
 - Deceased Member's Shift Members (Volunteer & Career)
 - Deceased Member's Department Membership (Volunteer & Career)
 - Other relevant Departmental Members
- ☐ Obtain accurate up-to-date information related to the current operation status
 - Current Status
 - Current Strategic Objectives
 - Identified or foreseen Challenges
 - Potential or unforeseen Challenges
- ☐ Obtain accurate up-to-date information related to the Individual(s)
 - Accurate contact and Family Information
 - Emergency Contact Form
 - If appropriate, identify any Religious and Cultural sensitivities
 - Time and Type of Incident
 - Tactical Assignment at time of death
 - Strategic Objective at time of death
 - Mechanism or Nature of death
 - Relevant action or situational factors at time of death
 - Current disposition of deceased
- ☐ Assemble Notification Team
 - Share Information with Notification Team
 - Establish Notification facts
 - Establish Notification Plan
 - Establish Roles
 - Establish/plan type of transportation
 - Request EMS Standby if appropriate
 - Coordinate with PIO and Survivor Action Officer on exact timing
- ☐ Make Notification or Official Condolences utilizing the model within Appendix B
 - Advise and brief the following when Notification is completed
 - Fire Chief/Volunteer Chief
 - Survivor Action Officer
 - Duty Chief
 - PIO
 - Incident Commander
 - Appropriate Battalion Officer

- Appropriate Station Commander
- Appropriate Volunteer Chief

- Contact Peer Support Team for Post Notification Intervention if needed
- Follow up with all contacts as appropriate
- Follow up with entire Notification Team within 24 hrs.

FAMILY LIAISON OFFICER

- Immediately report to the family and provide reassurance/support to the family. Ensure that the NEEDS OF THE FAMILY come before the wishes of the Department or any other officials.

ON-SCENE FAMILY LIAISON OFFICER (if needed) – coordinates directly with the Family Liaison Officer and will phase out as the event progresses.

- Immediately report to the scene and provide reassurance/support to the family. Ensure that the NEEDS OF THE FAMILY come before the wishes of the Department or any other officials.

*****NOTE: Whenever possible, avoid having multiple liaisons assigned to the family. Early in the incident, it may be unavoidable as conditions may require a separate notification team, on-scene family liaison, hospital liaison, and a permanent family liaison may be necessary. However, as soon as possible, it is important to assign a permanent family liaison who will serve as their sole contact throughout the event.*****

HOSPITAL LIAISON OFFICER

- Have a member of the Department chauffeur the family to the hospital and remain with the family to address any immediate needs
- Work with the hospital staff to secure a private room where the family can gather. This should be separate from the general waiting area, if possible.
- Assist the family as a liaison in dealing with the hospital staff.
- Provide assistance to the family in making calls to relatives and close friends.
- Answer incoming calls or get messages to the family at the hospital.
- In cases of extended hospitalization, offer to assist with day to day tasks such as home maintenance, arranging child care, or bringing meals and other necessities to the family.
- If a Firefighter is taken to a specialty hospital outside the local area, the Department should consider asking the local department to assist in supporting the family while the Firefighter remains hospitalized.
- Encourage the family to spend time with the injured Firefighter, regardless of the type of injury.
- If a Firefighter is badly burned or disfigured, help prepare the family for what they will see. (Always allow the family to make the decision).
- Have someone available to drive the family home from the hospital. Offer to continue to help with continuing visits as much as resources allow.
- Keep Survivor Action Officer apprised of situation and needs until the assignment of a Family Liaison Officer.

OPERATIONAL SAFETY BATTALION CHIEF

- Respond to scene and assist with preserving evidence and scene documentation.
- Establish Analysis Team.

ON DUTY SAFETY OFFICER

- Respond to scene, assist w/stabilization
- Assist with scene integrity and scene documentation
- Request written statements and/or conduct interviews with crew members and/or witnesses
- Collect all PPE and SCBA including Mask of member
- Document findings on PPE Inspection Report
- Prepare a Safety Officer Investigation Report of initial findings, including condition of PPE
- Ensure proper chain of custody of PPE/SCBA & Mask when turning in for inspection. Consider using 3rd party vendor inspections of PPE and SCBA
- Collect pertinent information and complete a Safety Officer incident report
- Create a file for each injured/deceased member to collect pertinent information/documentation all in one place: Safety Officer Report, All Statements, Photographs, PPE and SCBA Inspection Report, PPE Vendors Report, SCBA Inspection from 3rd party, Copy of CAD record, Copy of Command Log entry

ASSISTANT CHIEF - FIRE MARSHAL DIVISION

- Supervise Photography and Initial Documentation by Duty Fire Marshal (Investigation) Personnel.
- Liaison with PGPD Homicide Division

ON DUTY FIRE INVESTIGATOR

- Photography and Documentation
- Evidence collection

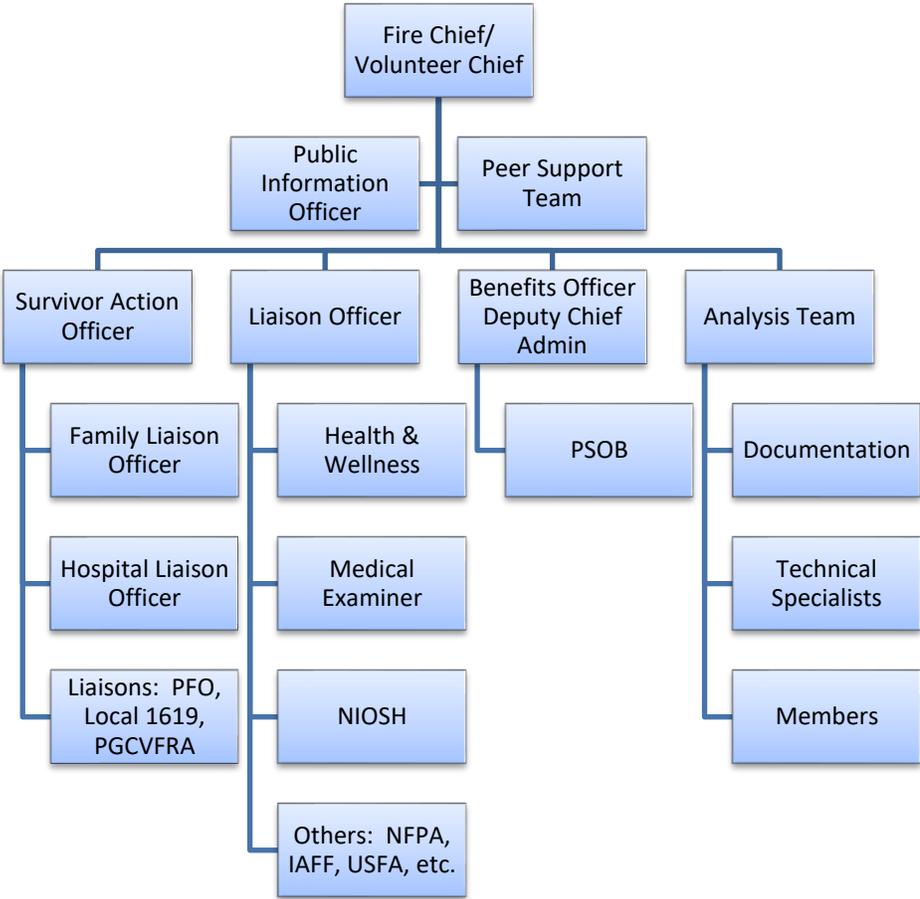
PUBLIC SAFETY COMMUNICATIONS

- Create CD of call receipt and all radio transmissions
- Make Transcription of all radio transmissions, including times

FIRST 24 HOURS

During this phase, secondary notifications are made, a family support team is established, Departmental support efforts begin, an analysis team is assembled, and the needs of the media are met.

The organizational structure illustrated below indicates essential roles during this phase. Specific duties, many in the form of check-lists for the individuals during the first 24 hours appear on the following pages.



FIRST 24 HOURS RESPONSIBILITIES

FIRE CHIEF/VOLUNTEER CHIEF

- Oversee the organization
- Notify Personnel Officer
- Establish a Benefits Officer (Coordinate with Survivor Action Officer)
- Continue to monitor overall activities

PUBLIC INFORMATION OFFICER

- Serve as a key contact person for outside agencies, news media, and other fire departments in relation to the death and subsequent ceremonies.
- Formulate an official press release and distribute to the following:
 - All Media Outlets
 - County Executive's Office
 - Departmental Web Site
 - Officials from other local government offices
 - Other fire and police departments
- Order flags lowered to half-staff (Level 1 only).

****NOTE: In coordination with the Fire Chief/Volunteer Chief, request that local officials ask other facilities to fly their flags at half-staff. (Level 1 only) (Will require a proclamation by the President and/or Governor).****

PEER SUPPORT TEAM

- Continue Peer Support Assessment and update Peer Support Action Plan as appropriate.
- Follow-up on previous day's contacts as appropriate.
- Continue Departmental support with appropriate Peer Support Services.
- Referral of impacted individual(s)/group(s) that may request/need professional assistance.
- Contact/meet with the leaders of the Departmental representative groups.
- Advise and consult with additional resources concerning Departmental Line of Duty deaths/serious injuries and its potential impact on Departmental members and the organization:
 - Department Employee/Volunteer Assistance Program
 - Prince George's County Employee Assistance Program
 - Prince George's County Community Crisis Response Team
 - Local Mental Health Resources
 - Surrounding Peer Support Resources
 - Departmental Chaplains
 - Local Clergy
 - Other identified resources

- If requested by the Survivor Action Officer, Family Liaison or a Family Member, assist in the request of finding appropriate resources for the family and/or Support Networks that specialize in Grief Loss and its impact. (The National Fallen Firefighters Foundation can assist with this.)

SURVIVOR ACTION OFFICER

- Establish Liaisons as follows:
 - Chaplin/Clergy
 - President, IAFF, Local 1619
 - President, PGCVFRA
- Maintain the Family Liaison(s).
- In conjunction with the Notification Officer, assure that next-of-kin notification has been properly accomplished.
- Ensure accessibility to the family for the duration of the funeral process.
- Prepare the family for the decision-making process that will be occurring over the next day or so regarding the funeral arrangements.
- Conduct a daily conference call with key personnel to affirm family requests/wishes and determine appropriate funeral options.
- Once the funeral procedures are established, instruct all key personnel to make appropriate contacts and establish a time and date for a final coordination meeting.
- Badge Shrouding – The shroud should appear on badges at the time of notification of the death and should remain on the badge until after the funeral and final committal. For Line of Duty deaths, the badge shrouds will remain in place for a 30-day mourning period. To shroud a badge, place a ½” to ¾” piece of black material horizontally around the badge at its midpoint. If the Chaplain’s badge contains a cross, a crescent, tablets, or the Star of David, and the Chaplain’s badge remains uncovered.
- Station Bunting – The individuals’ station may be bunted. See Appendix C for example.
- Establish an action plan for Day 2 through the funeral.

FAMILY LIAISON OFFICER

In every incident involving the death of a Firefighter, or when the death of an injured Firefighter appears imminent, the Fire Chief/Volunteer Chief will contact the Survivor Action Officer and assign a Family Liaison Officer. This individual will perform the following duties:

- Be readily available with a Department vehicle, Department issued cellular phone and portable radio for the entire funeral process.
- Coordinate with On-scene Family Liaison, if one was established, and phase out this role.
- Appoint assistants as necessary.
- Immediately report to the deceased residence or that of the next of kin, or to the medical facility or morgue, and provide reassurance and support to the family. Ensure that the NEEDS OF THE FAMILY come before the wishes of the Department or any other officials.
- Be available to the family on a 24-hour basis to provide assistance during the funeral and funeral-related activities.
- Be constantly alert for ways to help the family of a fallen Firefighter to cope with the tragedy. Immediately relay any special needs to the Survivor Action Officer to obtain the resources to meet those needs.

HOSPITAL LIAISON OFFICER

- Continue to support family at the hospital.

LIAISON OFFICER

- Contact the National Fallen Firefighters Foundation's Chief-to-Chief Network as needed for assistance. (301- 447-1365) or www.firehero.org
- Coordinate with PIO as various agencies arrive to provide appropriate briefings.

BENEFITS OFFICER

- Notify the Public Safety Officer's Benefit Program Office (1-800-744-6513).
 - Provide accurate, up to date information including these items:
 - Fire Department name and address
 - Benefit Officer's name
 - Phone numbers for the Department and the Benefit Officer
 - A fax number or mailing address so the PSOB can send the Death Benefits Questionnaire
 - Deceased Firefighter's name
 - Date of the incident and death
 - A brief description of the incident.
 - Follow up additional responsibilities regarding the PSOB claims in Day 2 through the Funeral.
- Notify the MSFA Chairman of the Trustees
- Notify the HEROES, Inc. Department representative (202-638-6658)

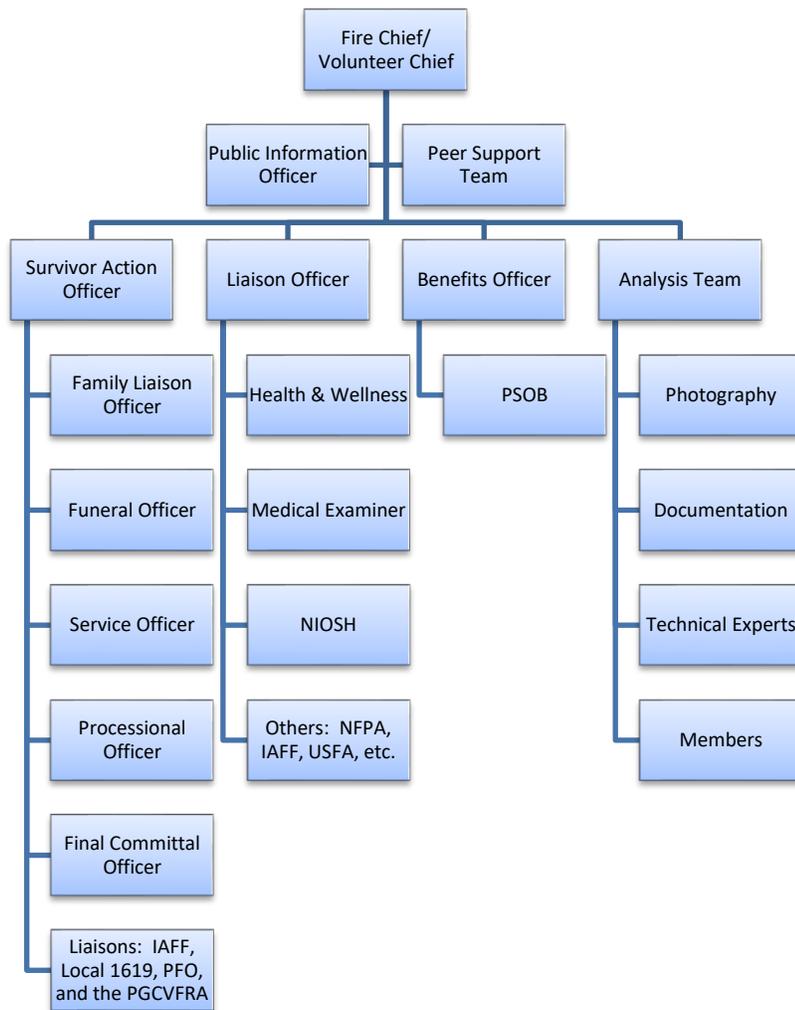
ANALYSIS TEAM LEADER (Fire Marshal's Office – Assistant Fire Chief)

- Continues to oversee the completion of an Analysis with the Safety Officers, Investigator and Fire Marshal's Office in accordance with Department and/or County policies and procedures.

DAY 2 THROUGH THE FUNERAL

During this phase, designated personnel assist the family in planning the funeral as they choose, Departmental personnel is kept informed about details, and family support team assists the family with miscellaneous tasks as desired. Support is provided to Fire/EMS Department members as needed.

The organizational structure illustrated below indicates essential roles during this phase. Specific duties, many in the form of check-lists for the individuals during day 2 through the funeral appear on the following pages.



DAY 2 THROUGH THE FUNERAL RESPONSIBILITIES

FIRE CHIEF/VOLUNTEER CHIEF

- Continue to monitor overall activities.

PUBLIC INFORMATION OFFICER

- Communicate to Department members funeral arrangements via other agency PIO's, Department web site, CAD memo's, and voice mail system.
- Provide information to media outlets (if requested) regarding arrangements of Fallen Firefighter(s), Processions, etc., as well as, inform/advise fill-in companies from other departments.
- Provide access to media for funeral/internment services.
- Flags to remain at half-staff (level 1 only) thru sunset the day of the final committal.

PEER SUPPORT TEAM

- Continue Peer Support Action Plan as appropriate.
- Continue Follow-up contacts as appropriate.
- Referral of impacted individuals/groups that may request/need professional assistance.
- Continue coordination with appropriate resources.
- Continue appropriate Peer Support Strategies and Services with focus on the mitigation of the Incident, potential impact of Loss or injury and the imminent memorializing of a Departmental Member.

SURVIVOR ACTION OFFICER

- Make appropriate follow-up contacts when the funeral arrangements and schedules have been determined.
- Appoint a Funeral Officer.
- Appoint a Funeral Services Officer.
- Appoint a Processional Officer.
- Appoint a Final Committal Officer.
- Work with the Family Liaison Officer to determine the desired method of collecting the deceased Firefighter's personal items from the fire station.
- Conduct a daily Conference Call with key personnel to update information and track progress.
- Conduct a final coordination meeting with key personnel to:
 - Establish schedule and timetables
 - Identify times and places for group gatherings as required by the ceremonies.
 - Contact all appropriate individuals and agencies with the schedule, meeting places, and special instructions.

- ❑ After obtaining family approval coordinate/facilitate through the Survivor Action Officer and Liaison Officer to make arrangements for a post-funeral reception and a facility to handle a large group of people.
- ❑ Contact neighboring fire departments and arrange for mutual aid assistance if necessary during the funeral.
- ❑ Badge Shrouding – The shroud should appear on badges at the time of notification of the death and should remain on the badge until after the funeral and final committal. For Line of Duty deaths, the badge shrouds will remain in place for a 30-day mourning period. To shroud a badge, place a ½” to ¾” piece of black material horizontally around the badge at its midpoint. If the Chaplain’s badge contains a cross, a crescent, tablets, or the Star of David the Chaplain’s badge remains uncovered.
- ❑ Establish Action Plan for “After the Funeral.”

FAMILY LIAISON OFFICER

- ❑ Be readily available with a fire department vehicle, cellular phone, and portable radio for the entire funeral process.
 - Be prepared under the direction of the Survivor Action Officer to discuss all aspects of the funeral process and relay family wishes to the Fire Chief/Volunteer Chief with regard to the level of the department’s involvement in the funeral process.
 - The worksheets in Appendix F should be utilized to identify available options for the particular type (level) of funeral and other important information and decisions for the family.
- ❑ Be available to the family on a 24-hour basis to assist in any way necessary.
 - A Benefits Officer will be available to assist with the many different benefits that they may be eligible for, including but not limited to:
 - Fire department benefits for surviving beneficiaries
 - Workers’ Compensation Benefits
 - Veterans Administration Benefits
 - Social Security Benefits
 - Federal Public Safety Officer’s Benefits for spouse and other survivors
 - Hometown Heroes Benefits for spouse and other survivors
 - State benefits for survivors of fallen firefighters.
 - Educational assistance and scholarship programs for spouses and children.
 - Life and health insurance plans (personal and county) including funeral benefits.
 - Final paycheck, including sick leave, vacation payoff, and W-2 forms.
 - Deferred compensation account.
 - MSFA Benefits for surviving beneficiaries
 - Length of Service Awards Program (LOSAP)
 - HEROES, Inc. Benefits for surviving beneficiaries

- Immediately relay any special needs to the Survivor Action Officer to obtain the resources to meet those needs.
- If the family chooses to bury the deceased firefighter in the departmental uniform, deliver the uniform to the Funeral Officer. Departmental Uniforms for LODD may be requested through Lighthouse Uniform Co. If the family selects non-departmental clothing, the Funeral Officer should offer to deliver this as well.
- If the family requests a closed casket, the family may wish to place a picture of the firefighter in uniform along with the firefighter's dress hat on top of or next to the casket. If this is desired, offer to coordinate the delivery of the picture and dress hat.

FUNERAL OFFICER

- ❑ Coordinate with the Family Liaison Officer and the funeral director to ensure that the funeral wishes of the deceased firefighter's family are carried out.
- ❑ Attend all meetings called by the Survivor Action Officer to determine the following:
 - The schedule of events and the length of the funeral service
 - Whether fire department vehicles will serve as a caisson or flower carrier. If they are not used, make alternative arrangements with the funeral director.
 - Ensure that Class "A" uniforms are encouraged for all Departmental Personnel
- ❑ Coordinate with the Family Liaison Officer and secure an ambulance for stand-by.
- ❑ Coordinate with Honor Guard members to establish an Honor Guard schedule at the funeral home and church.
- ❑ Coordinate with the Family Liaison Officer to determine if there will be fire department pallbearers.
- ❑ Obtain white gloves from Logistics for all fire department pallbearers.
- ❑ Coordinate with the departments involved and with the funeral director a formal walk-through of uniformed personnel. This includes seating arrangements.
- ❑ Work with the fire department chaplain or clergy member designated by the family to coordinate any prayer services to be conducted at the funeral home and forward this information to the Survival Action Officer.
- ❑ Coordinate with the Family Liaison Officer on special readings or eulogies. (If Fire Department is to provide a eulogy, refer to Appendix C for assistance).
- ❑ Develop an Incident Action Plan for uniformed personnel to follow the day of the funeral at the funeral site. This includes:
 - Arrival time for uniformed personnel and specific instructions where to gather.
 - Briefing and practice of formations that will be present when the casket is removed.
 - Briefing on proper protocols for entering and leaving the funeral site.
- ❑ Coordinate vehicle staging with the procession officer, including arrangements for fire department vehicles. Ensure the availability of sufficient personnel to properly direct and stage incoming apparatus and vehicles (refer to Appendix C for assistance).
- ❑ Obtain from the Family Liaison Officer the uniform or other clothing that the deceased will wear during viewing and deliver it to the funeral director.

FUNERAL SERVICE OFFICER

- The Funeral Service Officer has the primary responsibility of coordinating all of the activities and ceremonies at the church or funeral site. Duties include:
 - Attend coordination meetings and obtain the following information from the Survivor Action Officer and Family Liaison Officer:
 - Schedule of events
 - Location of the service
 - Clergy involved, including the Fire/EMS Department Chaplain
 - Readings and readers
 - Type and length of service
 - Requested ceremonial items:
 - Badge presentation
 - Special readings
 - Special eulogies
 - Music and musicians
 - Information on the deceased Firefighter, both professional and personal. (Give this information to the person delivering the tribute or eulogy).
- The following personnel are normally needed to conduct the ceremonial portion of the funeral:
 - A Chief or Officer in Charge
 - Eight pallbearers (single death)
 - A color guard of four firefighters and one team leader
 - A bugler and piper, pipe band or drummer.
- Due to the serious nature of pallbearer and color/honor guard duties, a practice session should be held the day before the funeral. If this is not possible, it is imperative that these individuals report to the funeral home several hours before the beginning of the service for a protocol briefing and practice. The funeral director will give instructions on how to handle the casket. The participants must know what is expected of them, and they must be able to perform their tasks with minimal supervision.
- Contact the Procession Officer and coordinate vehicle staging at the service location.
- Make seating arrangements for those attending the service. In addition to family members, provide dedicated seating for:
 - Pallbearers
 - Honor Guard
 - Uniformed personnel
 - Dignitaries
- Determine the formations to be used and coordinate them during the arrival and removal of the casket from the location of the service. Review military commands for the formations and issue them when appropriate:

- Honor Guard:
 - Two Honor Guard members should be posted at the casket. During viewing hours, they should be posted at the head and at the foot.
 - There should be a minimum of five (5) Honor Guard members for each set of viewing hours.
 - Honor Guard members should rotate at twenty (20) minute intervals. Relief guards should march up together. Posted guards should come to attention and smartly make the transfer and then march off together.
 - Posted Honor Guard should assume the position of parade rest.
 - American and state flags should be posted at the casket.
 - Honor Guard members should wear Class G Uniform.

- Coordinate/determine from the Family Liaison Officer if there will be Fire/EMS Department pallbearers.
 - Pallbearers:
 - Pallbearers should wear Class A uniforms with white gloves
 - The funeral officer, assisted by the funeral director will give instructions for removing, handling and transporting the casket.
 - If a fire engine serves as a caisson, pallbearers should hold a practice session the day before the funeral. If this is not possible, pallbearers should report to the funeral home several hours before the beginning of the service for a protocol briefing and practice.
 - If the casket is draped with a flag to present to the next of kin, the Honor Guard will be instructed on the proper method of removing, folding, and presenting the flag (for level 2 and 3 funerals a military honor guard will complete this if the employee/member is a veteran and the family request it). The Honor Guard will do a six (6) person fold and present it to the Chief of the Department; who, in turn will present it to the next of kin.
 - If the casket is not draped with a flag, the department can present a pre-folded flag to the next of kin.
 - If the Department engine serves as a caisson and flower vehicle, pallbearers should ride them. If engines are not used, the Department will provide the pallbearers and another Department vehicle for the procession.

PROCESSIONAL OFFICER

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

- Attend all coordinating meetings to determine the following:
 - Name of the funeral home
 - Name of the church or other service location
 - Name of the place of final committal
 - Use of an engine as a caisson or a conventional hearse
 - Use of an engine as a flower carrier

- Schedule of events the day of the funeral
- The logistics of the procession:
 - Honor Guard
 - Band or Pipers
 - Pallbearers
- Determine the type or procession (Fire Engine Escort, Caisson, Flower Car, Hearse)
 - Fire Engine Escort – A Fire/EMS Department engine escorting the hearse. Vehicle may be bunted for level 1 and level 2 funerals. An adequate supply of materials will be available at Logistics for the station and apparatus. See Appendix C for illustrations of properly bunted apparatus.
 - Caisson – A Fire/EMS Department engine may be appropriate to carry the casket.
- If fire department apparatus serve as a caisson and/or flower vehicle, contact the Survivor Action Officer and determine which apparatus will be used. Ensure the following preparations have been made:
 - Apparatus is thoroughly cleaned, and hose beds stripped.
 - Hose dividers are removed from the apparatus serving as a caisson.
 - The hose bed on the engine is adapted to easily facilitate casket placement and removal. This needs to be coordinated with the funeral director.
 - Apparatus operators will wear full dress uniforms while driving.
 - Deceased Firefighter’s bunker gear is placed in a riding position on the caisson with bunker boots turned backwards.
- Establish a system for staging and coordinating vehicles at all locations where funeral activities will occur.
- Coordinate the vehicle staging with appropriate key personnel (service officials, officials at the site of final committal).
- Ensure that sufficient personnel are available at all staging locations to efficiently direct and stage apparatus and vehicles. (Ensure appropriate PPE [traffic vest] are utilized).
- Coordinate with the Family Liaison Officer to determine any special circumstances affecting the procession (dependent on type of funeral). These may include:
 - Passing the Firefighters home, fire station or other special location.
 - Special static displays of equipment and personnel at locations on the procession route.
 - The use of crossed aerial ladders (Level -1 service only) at the entrance to the site of the final committal or other location. If used, contact the Survival Action Officer to obtain the necessary apparatus.
 - Contact the local law enforcement authorities for assistance in working with the funeral director to:
 - Establish routes for the procession.
 - Coordinate with Police to determine traffic control needs:

- Traffic rerouting and street closings at the funeral home and funeral site. Contact the appropriate governmental agency or department to obtain barricades if needed.
 - Traffic control at any special assembly points.
 - If necessary, post “No Parking” signs around the funeral home, funeral site and any other assembly points.
 - Direct staged vehicles as they line up for the procession(s).
 - Arrange for procession escorts

- Develop maps showing the procession route and other needed information. Maps will be handed out at the briefing at the funeral site prior to the beginning of the service and sent to attendees from out of town. Post information on the Department’s web site along with times and required dress.
- Align vehicles in the procession in coordination with the funeral director (see Appendix C):
 - Lead Escort
 - Hearse or engine used as caisson
 - Family vehicles
 - Pallbearers (if not riding on caisson)
 - Honorary pallbearers
 - Honor Guard/Color Guard
 - Fire Chief’s/Volunteer Chief’s Vehicle
 - Other fire department vehicles
 - Local law enforcement vehicles
 - Local officials vehicles
 - Vehicles from other fire departments
 - Vehicles from other police departments
 - Vehicles of family friends and other private vehicles
 - Rear escort

- If any part of the procession will involve the marching of Firefighters from one point to another, the Procession Officer must coordinate with the Funeral Officer, Church Officer, or Cemetery Officer as appropriate to establish an assembly point, order of alignment, and route for the march. If marching will be done, it is desirable to at least have a drummer in the parade contingent to provide a steady cadence. Cadence should not be called verbally.
- Determine an appropriate assembly point for personnel participating in the march. Visiting fire personnel will assemble at the end point of the march (funeral home, church, cemetery, etc.).
- Basic alignment for the elements of a march are as follows:
 - Apparatus caisson/hearse
 - Pipe band/drummer
 - Color Guard
 - Fire Department members

- Three pallbearers will march on either side of the caissons/hearse.
 - Two pallbearers will walk immediately behind the hearse. (If only six pallbearers are used, two Honor Guard members will assume this position).
 - Company Members
 - Other Department Members

- If the casket is being driven from the funeral home to the church, the following actions must be taken (refer to Appendix C for an illustration):
 - Determine an assembly point several blocks from the church for Department personnel and the pipe band/drummer.
 - The assembly point for visiting fire departments will be at the church.
 - The pallbearers board the apparatus (and other Fire/EMS Department vehicles).
 - The apparatus, with a police escort, proceeds slowly to the meeting point with the Fire/EMS Department contingent.

- At that point, the procession lines up the same order as listed above.
- The pallbearers dismount and march as follows (see Appendix C):
 - Two or three pallbearers on each side of the apparatus
 - Two pallbearers walk behind the apparatus

- When the procession arrives, the following actions should be taken (see Appendix C):
 - At the church, the pipe band, if used, assembles near the entrance.
 - When marching Fire/EMS Department members arrive at the church they move to the side of the street opposite the church. When in place, the command “Right or Left face” is given.
 - When the street is lined on both sides and all personnel are facing the center, the color guard begins to march towards the church, followed by the apparatus/hearse. Leave a space between the color guard and hearse. The honor guard OIC command, “Present arms” (hand salute).
 - As the color guard arrives, it assembles near the front of the church.
 - The apparatus moves to the front of the church and stops (shut off the engine).
 - Pallbearers assemble at the rear of the apparatus, ([4] in the hose bed, [2] on tailboard, and [2] on the platform) and prepare to remove the casket.
 - If used, the pipe band plays as the casket is carried to the church door. (If the Chaplain or other clergy person performs a blessing at the rear of the apparatus, the pipe band waits until the pallbearers begin to move before playing.).
 - In the church, the pallbearers escort the casket to the front of the church.
 - Assembled Fire/EMS Department personnel file into the church and take positions in designated seating areas (see Appendix C).

- Leaving the church. Following the close of the funeral service, the following ceremonies take place:
 - An announcement will be made by the clergy or funeral services officer advising personnel to exit the church and/or overflow areas from the rear. This is usually accomplished in the following order:
 - Visiting fire service personnel
 - Host Fire/EMS Department personnel
 - City officials/dignitaries
 - Civilian Personnel (friends, neighbors, acquaintances, etc.)

- Dismissing the church.
 - At the funeral director's signal, the pallbearers move to the front of the church and escort the casket to the rear.
 - The church assembly OIC commands, "Detail, attention."
 - When the casket arrives at the rear of the church, the OIC commands "Present arms."
 - If used, the piper/pipe band plays.
 - The pallbearers move slowly to the rear of the hearse/apparatus to load the casket.
 - After loading, the pallbearer's line up facing each other, the OIC commands "Detail, present arms," and pallbearers give a hand salute.
 - The OIC commands, "Order arms" for all personnel.
 - The color guard Captain commands, "Color guard, dismissed."
 - The OIC commands, "Detail, dismissed" to the pallbearers.
 - The color guard, bugler/piper, and OIC enter waiting fire department vehicles for transportation to the cemetery. (The pallbearers will ride inside on the caisson or other apparatus directly behind the caisson).
 - Fire personnel and county officials attending the cemetery prepare to leave.
 - The Procession Officer and assistants direct vehicles taking part in the procession to the cemetery (proper PPE). If used, bunting and/or funeral flags are affixed to the apparatus.

FINAL COMMITTAL OFFICER

- The Final Committal Service Officer is responsible for the preparation and coordination of events at the site of the final committal. These duties start at the time the procession vehicles arrive and people exit the vehicles. The officer is also responsible for liaison with personnel who manage and operate the final committal site.
- Schedule and coordinate the sequence of events that will take place at the final committal site. This includes coordinating any special requests received from the Survivor Action Officer or Family Liaison Officer.

- Coordinate the arrangement of crossed aerial ladders and apparatus placement if appropriate. Ensure approval from family via the Survivor Action Officer.

- Develop the type of information for the uniformed personnel and their location. (Issue appropriate orders consistent with military standards).
- ☐ Ensure that the officials at the final committal site take care of all necessary items, such as:
 - Weather protection for immediate family
 - Seating for the immediate family
 - A public address system if needed
- ☐ Ensure that Honor Guard members are thoroughly familiar with folding of the flag and the presentation of the flag to the next of kin. (Coordinate the folding/presentation with military honor guard when appropriate). The Fire Chief/Volunteer Chief will present other flag to the next of kin.
- ☐ Coordinate with the Survivor Action Officer to ensure placement of a stand-by medical unit, regardless whether anyone has a history of medical problems.
- ☐ Upon arrival at the cemetery, the following ceremonies will be conducted.
 - Upon arrival, Fire/EMS Department personnel and Color Guard will take up positions in formation as determined by the Cemetery Officer.
 - If space permits, the Color Guard will assemble at the foot of the grave.
 - The bugler will position away from the grave and await the command from the OIC.
 - When the caisson or hearse is in position, the pallbearers will take up positions to the rear and remove the casket.
 - The pallbearers will carry the casket, followed by the family and other guests, and place it on the grave stand.
 - As the casket begins to move, the Honor Guard OIC commands, “Detail, attention” and all Department personnel will come to the position of attention. When the casket is placed on the grave stand, the OIC will command “Parade rest.”
 - The Chaplain and/or other clergy person will conduct the graveside service and leads in the final prayer. NOTE: If not done as part of the funeral service, the “Last Alarm” ceremony may be conducted at this point in the graveside service. If used, the OIC will order “Present arms” prior to the ringing of the bell. The hand salute will then be held during the playing of Taps.
 - The bugler/bagpiper plays Taps.
 - At the conclusion of Taps, the salute is held while the pallbearers fold the American flag. A pallbearer will present the folded flag to the appropriate deliverer (Fire Chief, Volunteer Chief, or Military Official) who, in turn, presents it to the family.
 - The OIC commands, “Order arms.”
 - The funeral director gives words of thanks from the family and indicates the conclusion of the services.
 - Upon dismissal of the formation, announce the location of the post-funeral reception, if any. (Coordinate this with the funeral director).
 - The OIC commands, “Detail, dismissed.”

BENEFITS OFFICER

- Coordinate with the appropriate local government officer to arrange for a final paycheck (if an employee) and the completion of any required paperwork.
- Following the initial notification of the PSOB (See Immediate Actions), these additional responsibilities are to be completed:
 - Ensure the Death Benefits Questionnaire is received from PSOB. This package includes three items:
 - A guidance letter explaining claim documentation requirements.
 - A form, Report of Public Safety Officer's Death, that the Department must complete, and the head of agency must sign.
 - A form, Claim for Death Benefit, that the surviving spouse, children or parents must complete and sign.
 - The Benefits Officer must complete the Report of Public Safety Officer's Death form. (In describing the incident, the Benefits Officer needs to provide as much detail as possible but not speculate if the cause of death is not known).
*****NOTE: This form shall be reviewed by the NFFF LAST State representative.*****
 - Ensure the family also receives the Claim for Death Benefit form.
 - Offer assistance to the family in completing all forms. Explain that PSOB will not return all the required original documents (birth certificate, marriage licenses, divorce decrees, etc.), unless specifically requested.
 - Assure that the family provides a certified death notice, not a copy.
- Submit both completed forms and all supporting documents to PSOB as soon as possible.
- The National Fallen Firefighters Foundation LAST Team State representative receives the claim package and reviews and prepares a recommendation:
 - Contact the Benefits Officer if further information is needed
 - Submit unresolved medical questions to the Armed Forces Institute of Pathology.
 - Submit written recommendations to the Department of Justice's Office of General Counsel for review.
 - If the General Counsel requests more information, the NFFF LAST Team State representative will contact the department for more information.
 - They will meet the general counsel staff to review any new information provided and reach a decision.
 - If the General Counsel approves the claim, the PSOB specialists will send a letter to the next-of-kin notifying them of the approval of the claim and send a check to the eligible next-of-kin.
 - If the General Counsel denies the claim, the PSOB specialist will send a letter to the next-of-kin notifying them of the denial of the claim and provide more information on the appeals process.
 - If you have any questions at any time, please call PSOB at 888-744-6513.

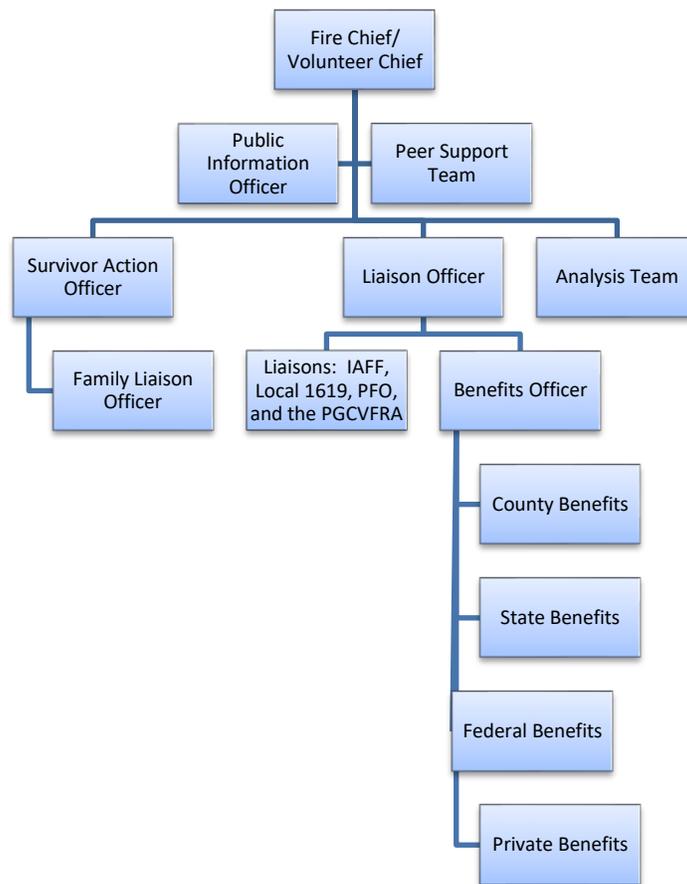
ANALYSIS TEAM LEADER (Fire Marshal's Office – Assistant Fire Chief)

- Continues to oversee the completion of an Analysis per Department and/or County policies and procedures

AFTER THE FUNERAL

During this phase, family support continues, especially with regard to assisting the family in accessing all benefits for which they are eligible. Departmental support continues, this plan is updated as necessary, and the analysis of the incident is completed and presented to appropriate personnel.

The organizational structure illustrated below indicates essential roles during this phase. Specific duties, many in the form of check-lists for the individuals after the funeral appear on the following pages.



AFTER THE FUNERAL RESPONSIBILITIES

FIRE CHIEF/VOLUNTEER CHIEF

- Continue to monitor overall activities.
- Ensure completion of Incident Analysis.
- Authorize the release of the Incident Analysis.
- Oversee implementation of appropriate recommendations within the Incident Analysis.

PUBLIC INFORMATION OFFICER

- Contact/notify the family prior to the release of any information (reports, stories, analysis, etc.) regarding the LODD.

PEER SUPPORT TEAM

- Continue Peer Support Assessment and update Peer Support Action Plan as appropriate.
- Continue Follow-up contacts as appropriate
- Referral of impacted individuals/groups that may request/need professional assistance.
- Request appropriate outside Peer and Mental Health Peer Support resources for assistance if needed.
- Application of appropriate Peer Support Strategies and Services with focus on the mitigation of the Incident, potential impact of Loss or serious injury and having recently memorialized a Departmental Member.
- Continuing Outreach and Follow up of following, but not limited to:
 - Survivor Action Officer
 - Notification Team
 - Departmental Members Home Station/Bureau/Division
 - On scene Incident Commander
 - Family Liaison
 - Honor/Color Guard
 - Fire Investigator
 - Incident Analysis Team (Fire Marshal's Office – Assistant Fire Chief)
 - Senior Command Staff
 - PIO Office
- Arrange for appropriate Peer Support Services or Mental Health Referrals to be offered to all of those providing Peer Support Services.

SURVIVOR ACTION OFFICER

- Develop/update action plan as necessary.
- Continue to monitor the needs of the family via the Family Liaison Officer.
- Badge Shrouding – The shroud should appear on badges at the time of notification of the death and should remain on the badge until after the funeral and final committal. For Line of Duty deaths, the badge shrouds will remain in place for a 30-day morning period.

FAMILY LIAISON OFFICER

- Continue to monitor the needs of the family.
- Coordinate with Family to return personnel possessions/belongings
- Coordinate efforts between Benefits Officer and the family.
- Suggest that family contact their attorney, accountant and/or financial advisor to assist with legal/financial issues:
 - Transfer ownership of property and vehicles to survivors
 - Review all outstanding bills before payment by survivors for legality and accuracy. This should include last illness, previous debts, and funeral expenses. Some bills may be covered by insurance.
 - Change name on all bank accounts
 - Check on mortgage insurance
 - Explore damages resulting from the circumstances of the death
- Provide family with Family Resource Guide (See Appendix D).

LIAISON OFFICER

- Coordinates Department's responsibilities in the completion of analyses completed by other governmental agencies (MOSH, NIOSH, etc.).
- Maintains liaisons with departmental employee groups.

BENEFITS OFFICER

- Identifies available federal, state, local and private benefits and coordinates the administration of same for the deceased's family.
- Appoint a County Benefits Officer.
- Appoint a State Benefits Officer.
- Appoint a Federal Benefits Officer.
- Appoint a Private Benefits Officer.
- Coordinate efforts with family via the Family Liaison Officer.
- If assigned, oversees the activities of the federal, state and local benefit officers.

COUNTY BENEFITS OFFICER

- Identifies available County benefits and coordinates the administration of same with the Benefits Officer. (See Appendix E)

STATE BENEFITS OFFICER

- Identifies available State benefits and coordinates the administration of same with the Benefits Officer. (See Appendix E)

FEDERAL BENEFITS OFFICER

- Identifies available Federal benefits and coordinates the administration of same with the Benefits Officer. (See Appendix E)
- Check with Benefits Officer regarding progress with PSOB.
- Receive Claims Package from PSOB or Benefits Officer. This package includes three items:
 - A guidance letter explaining claim documentation requirements.
 - A form, Report of Public Safety Officer's Death, that the Department must complete, and the head of agency must sign.
 - A form, Claim for Death Benefit, that the surviving spouse, children or parents must complete and sign.
- The Benefits Officer must complete the form, Report of Public Safety Officer's Death.
- Make sure the family gets the other form, Claim for Death Benefit.
- Offer assistance to the family in completing the form. Explain that PSOB will not return all the required original documents (birth certificate, marriage licenses, divorce decrees, etc.), unless they specifically request them back.
- Assure that the family provides a certified death notice, not a copy.
- Submit both completed forms and all supporting documents to PSOB as soon as possible.

PRIVATE BENEFITS OFFICER

- Identifies available private/non-profit benefits and coordinates the administration of same with the Benefits Officer. (See Appendix E)

ANALYSIS TEAM LEADER (Fire Marshal's Office – Assistant Fire Chief)

- Completes the Incident Analysis process
- Ensures review of analysis by the Office of Law.
- Prepare for Departmental distribution.

Appendix A

WATCH OFFICE NOTIFICATION EMAIL

It is with deep sadness that Fire Chief _____ (Name) announces the death of _____ (Rank, Name, Company) who lost his/her life in the Line of Duty on _____ (Date & Time) while participating in operations on Incident # _____ (if non-operational, substitute activity for incident).

The Fire Chief is in the process of assembling a team of Department personnel to initiate the Line of Duty death procedures and will provide additional information immediately following the appointment of team members. All media requests for comments and/or information shall be directed to the Public Information Officer.

You are required to acknowledge the delivery of this information by verbally contacting the Watch Office at 301-583-2200, immediately following the receipt of this notification. Please keep the family, friends, and co-workers of _____ (Rank & Name) in your thoughts and prayers.

Appendix B

NOTIFICATIONS:

NOTIFICATION OF SURVIVORS

- Notification shall be made:
 - In person
 - In time and with certainty
 - In teams
 - In plain language
 - With compassion
- Notify immediate family members in person before the release of any information. If members live out of the area, the Department shall make every attempt to make this notification in person.
- No less than two members of the Department should make the notification. It is important to note that a team of three (3) or four (4) personnel should be established to make these types of notifications:
 - Two Senior Level Department Officials
 - Clergy/chaplain,
 - A co-worker
 - An individual from the member's representative organization or
 - An individual(s) listed on the employee's/member's emergency notification form.

*****NOTE: Notification should not be delayed if designated Department members or team members are not readily available.*****

- It is essential that notification of the family be done correctly. The five (5) principles of notification are as follows:
 - In Person
 - Immediately find the Firefighter's emergency contact information to know who needs to be notified in person. Usually, the spouse (or unmarried partner) and the parents of the Firefighter should be the first priority.
 - Notification will always be in person, never by phone.
 - In Time and with Certainty
 - Before making notification, have positive identification of the deceased Firefighter. Obviously, errors in identity can cause extreme trauma.
 - Never discuss a fatality over the radio. This may result in a family member receiving the news before you can notify them in person.

- Quickly gather as much information about the incident as possible before making the notification. Survivors will likely have questions.
- Get to the survivors quickly. Don't let the media notify them first.
- Notify the Survivor Action Officer when family notification is complete.

□ In Teams

- Have two people present to make the notification. Survivors may experience severe emotional or physical reactions when they learn of the death.
- Use the employee's emergency contact information to identify any individual or another member of the Department to accompany the Department's representative.
- Take two vehicles, if possible. This will allow one of you to take the survivor to the hospital, if necessary, while the second person stays with the survivors.
- Before you arrive, decide who will speak and what that person will say.

□ In Plain Language

- Clearly identify yourself and present identification and ask to come in.
- Notification should take place in a private setting.
- If you don't know the family member, make sure you are 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.
- Never leave immediately after making a notification. Offer to help the survivor call friends or family members. Do not leave before someone else arrives.

- Tell the family they will receive the deceased's personal items later. Most survivors need some time before they feel able to deal with these items.
- Provide the survivor with the opportunity to see the deceased Firefighter, even if the body is badly disfigured. Offer to transport the family to where the Firefighter is and prepare them for what they will see.
- Before leaving, write down important information, including the name and phone numbers of the Department personnel who will work with the family.
- Have one member of the Department stay with the family, unless the family declines.
- If needed, drive family members to the hospital in a Department vehicle and get them to the proper area. If the family wants to drive their own car, have a member of the Department accompany them.
- If the notification is to be made at an individual's place of employment the following should be accomplished prior to your arrival:
 - Call ahead and let the manager or business owner know that you are enroute to pick-up one of their employees and deliver some bad news regarding the employee's family member.
 - Ask them to prepare a quiet/private space where you can speak with the injured/deceased member's parent, spouse, sibling or significant other.
 - Ask them not to communicate your arrival to the employee and inform them that the employee may not be returning to work for a few days.
 - Allow the employee time to react.
 - Allow the survivor to determine what he/she wishes to tell the manager or supervisor regarding the death.
 - Offer to inform the manager/supervisor of the death if the survivor so desires.
 - Transport the survivor to an appropriate location: home, hospital, or morgue.
- If notification is to be made in the Hospital Setting:
 - Utilize same procedure for notification as above (workplace).
 - Have doctor available to answer any medical questions the survivor may have.
 - Do not leave survivors alone.
 - Allow the survivor to view or spend time with the body.

- Follow Up
 - Always leave a name and phone number with survivors.
 - Advise family that a press release will announce the death. They may want to notify other members of their family to avoid them hearing it from the news.
 - Plan to make a follow-up contact with the survivor the next day.
 - If the death occurred in another county or state, leave the name and phone number of a contact person at that location.
 - Most survivors are confused, and some might feel abandoned after the initial notification. Many will want clarifications or may need more direction on arrangements that are available.
 - Following up can be the last step in completing a “person-centered” and sensitive death notification that is truly helpful to survivors.
 - The notification team should be sure they are clear on any follow-up assignments they need to carry out.

□ NOTIFYING MEMBERS OF THE DEPARTMENT - Once the family has been notified, members of the Department should learn of the incident from the Department before they hear it through the media. The Public Information Officer shall perform this portion of the notification process. It should be done as follows:

- A summary of all known facts about the incident and the deceased and critically injured should be prepared.
- Confirm the correct spelling of the name, age, and next of kin.
- Prepare a CAD memo to all members of the Department that includes confirmed information.
- When possible, information should be passed to the individual’s shift first. They should notify the individual’s close friends within the Department.
- A Special Informational Broadcast should be initiated via Public Safety Communications announcing the Death and refer all personnel to their CAD station printers for more information regarding the announcement.
- The Public Information Officer shall also send out additional CAD memos as necessary to keep all members informed of funeral arrangements and memorial services.

□ NOTIFYING OTHERS - Other members of the community need to be notified after the family and members of the Department. Specific contacts are included on the attached assignment check sheets.

□ WORKING WITH THE MEDIA - The Public Information Officer shall coordinate with the Notification Officer to ensure notification of the family before giving any information to the media. Other procedures to follow include:

- **Do not give/release personal information to the media until confirmation that the family notification has occurred**, even if the media is on the scene.

- Inform other officials/members on the scene not to provide information.
- Only release basic information** gathered on the incident scene regarding the deceased and/or critically injured. **An example would be: a 27-year-old, Prince George's County "Career or Volunteer" Firefighter.....**
- Prepare a clear and written statement for the Fire Chief/Volunteer Chief to release.
 - Set up a media briefing, either at the hospital or other location.
 - The Fire Chief/Volunteer Chief should deliver this message if possible.
- Designate a Department backup to handle coverage of the incident if it is still ongoing so the primary PIO can concentrate on handling information on the fatality.

Appendix C

SERVICE PROTOCOLS

Guidelines for Delivering a Eulogy

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

Research

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

Organize

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

Draft

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

Practice

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

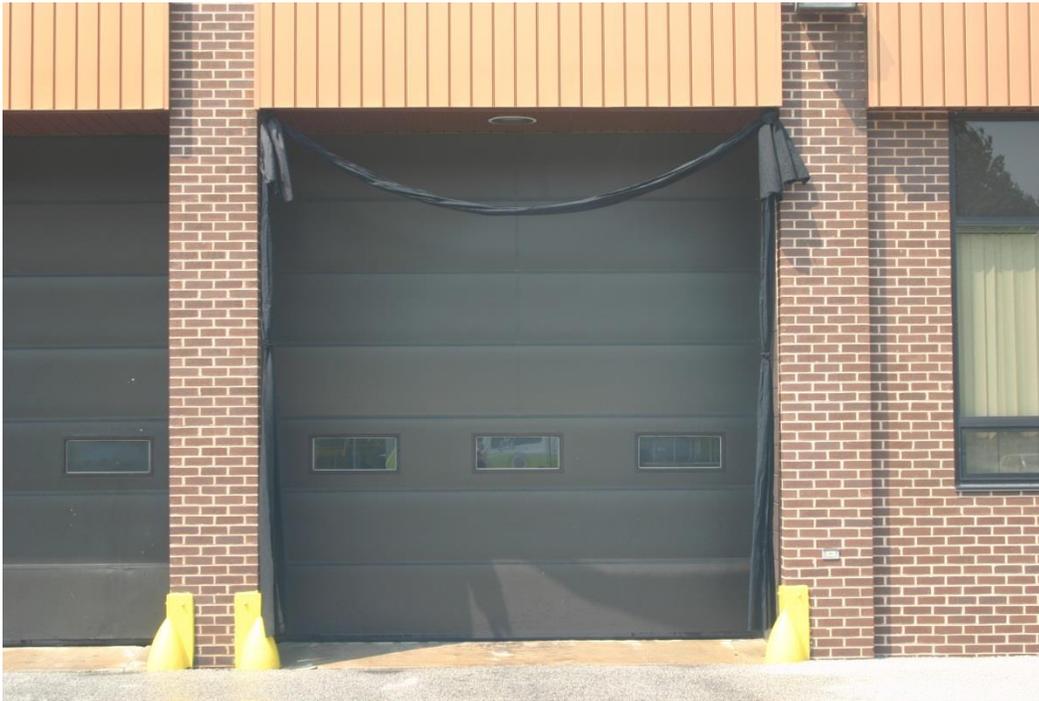
Reference Materials

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

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

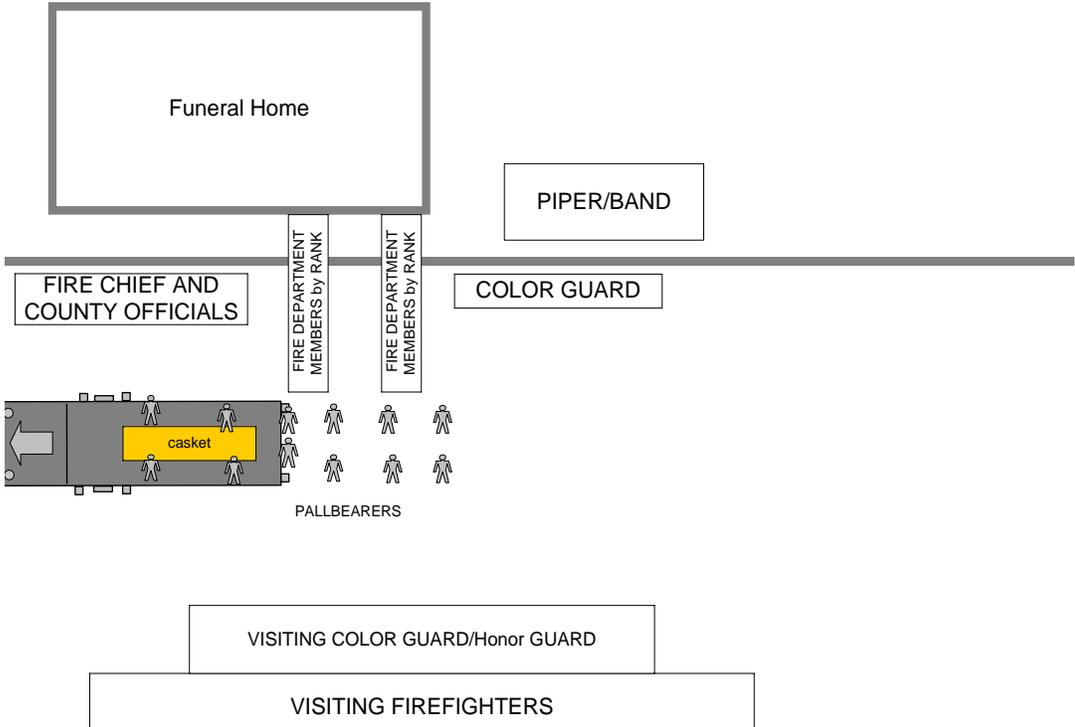
Grief Loss & Recovery [link to www.grieflossrecovery.com/grief-articles/martin01.html]

STATION BUNTING

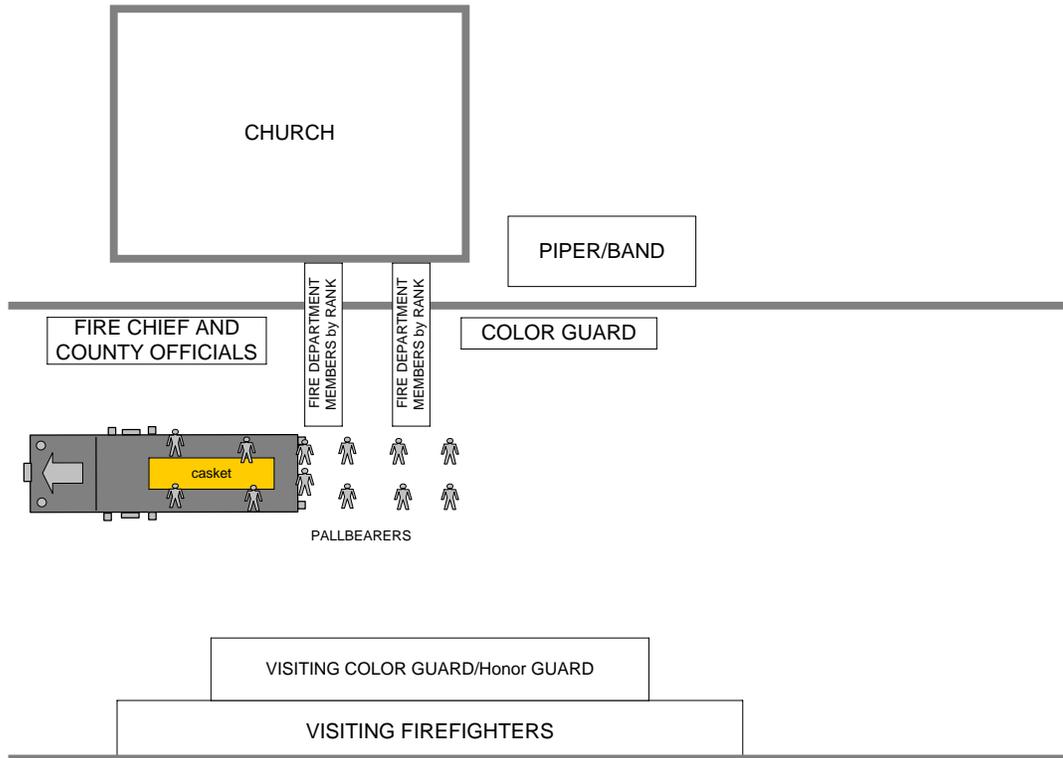


Note – Station bunting

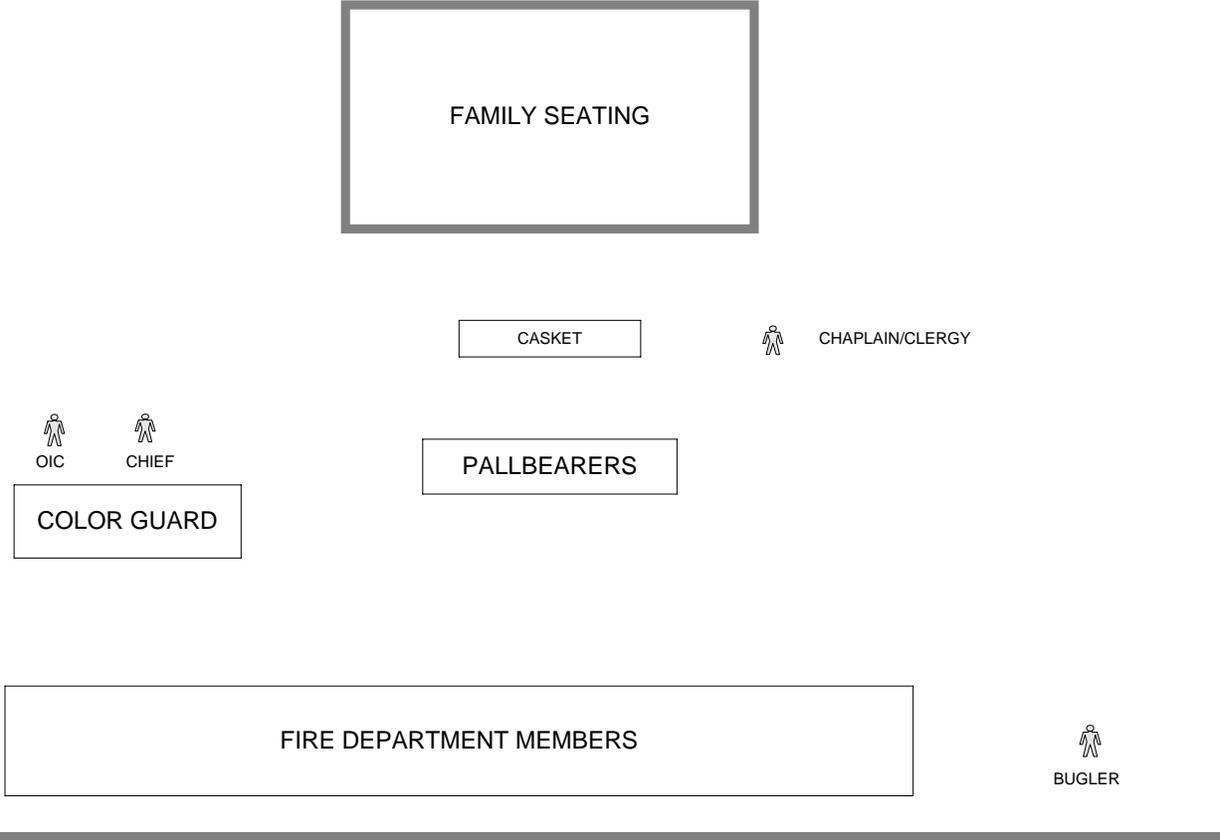
SUGGESTED FUNERAL HOME FORMATIONS



CHURCH FORMATIONS



SUGGESTED COMMITTAL SERVICE FORMATIONS



ORDER for PROCESSIONS

Apparatus

Hearse

Pallbearers

Members of Company

Departmental Honor Guard

Departmental Color Guard

Family

Departmental Members by Rank

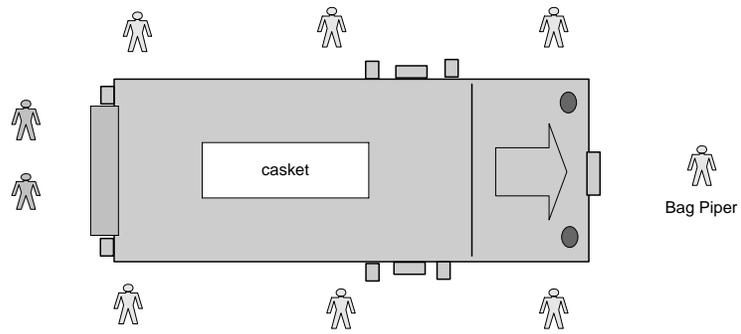
Visiting Color Guards

Visiting Honor Guards

Visiting Departmental Personnel

Civilians

PALLBEARERS' LOCATION FOR MARCHING



ROADWAY

BUNTING APPARATUS



Appendix D

FAMILY RESOURCE GUIDE:

Organization/Resource	Type of Benefit	Contact Person/Number
Fire Chief	Local	
Volunteer Chief	Local	
Family Liaison Officer	Local	
Fire Department Chaplin	Local	
Clergy/Churches	Local	
Hospice/Bereavement Programs	Local	
HEROES, Inc.	Local	
PGFD Employee Assistance Program	Local	
Independent Counselors and Mental Health Centers	Local	
National Fallen Firefighters Foundation	National	1 -(301) -447-1365 or www.firehero.org
Maryland State Firemen’s Association	Local	www.msfa.org
Maryland Fire Chiefs Association	Local	www.mdchief.org
National Alliance on Mental Illness	National	www.nami.org
Organ Donation	National	www.organdonor.gov

Appendix E BENEFITS GUIDE:

LOCAL

Local Benefits	Approx. Amt	Date contacted	Status	Telephone #	Contact Name
Health Insurance					
Death Benefit					
Life Insurance					
Education Benefits for Children	Edward T. Conroy \$9,000				
Education Benefits for Spouses	Edward T. Conroy \$9,000				
Employee Assistance Programs					
Victims Assistance Program					
Pension Plan	Contributions with interest PLUS an annual benefit equal to 2/3 of Annual Final Compensation				
Final Paycheck					
Deferred Compensation					
HEROES, Inc.	\$5,000 immediate expenses, \$6,000 funeral expenses				
AIG					
Provident					
LOSAP Burial Benefit	\$10,000				

STATE

State Benefits	Approx. Amt	Date contacted	Status	Telephone #	Contact Name
Burial Allowance					
Funeral Benefit	\$10,000 max.				
Death Benefit					
State Insurance					
Education Benefits for Children					
Education Benefits for Spouses					
State Tax Benefits					
Victims Assistance Programs					

Workers Compensation	66 2/3%				
Maryland State Fireman's Association					

FEDERAL

Federal Benefits	Approx. Amt	Date contacted	Status	Telephone #	Contact Name
Public Safety Officers Benefits	\$132,849				
Scholarships for surviving Spouses/Children					
Social Security Death Benefit					
Victims Assistance Program					
Veterans Benefits					

PRIVATE

Private Benefits	Approx. Amt	Date contacted	Status	Telephone #	Contact Name
Life Insurance					
Mortgage Insurance					
Disability Insurance					
Accident Insurance					
Stocks/Bonds					
IRA's					
IAFF/IAFC					

Appendix F

Funeral Options and Important Family Information

Involvement	Level 1	Level 2	Level 3
American Flag (* = if a Veteran)	Yes	Yes*	Yes*
Badge Shrouding	Optional	Optional	Optional
Bag Pipes	Yes	No	No
Bell Service (Last Alarm Service)	Optional	Optional	Optional
Bugler - Taps	Yes	Optional	Optional
Burial in Uniform	Optional	Optional	Optional
Closed Casket	Optional	Optional	Optional
Color Guard	Yes	No	No
Crossed Aerial Ladders	Yes	No	No
Eulogy	Optional	Optional	Optional
Family Liaison Officer	Optional	Optional	Optional
Fire Department Chaplain	Optional	Optional	Optional
Flags at Half-Staff	Yes	No	No
Flag Presentation (**= Military if Veteran)	Yes	No ** Y	No ** Y
Formations	Yes	No	No
Honor Guard	Optional	Optional	Optional
Initial Family Support	Optional	Optional	Optional
Meals	Optional	Optional	Optional
Memorial Fund	Optional	Optional	Optional
Pallbearers (Departmental)	Optional	Optional	Optional
Pallbearers (Family/Friends)	Optional	Optional	Optional
Presentation of Fire Department Badge	Yes	No	No
Procession			
- Fire Engine Escort	Optional	Optional	Optional
- Fire Engine Caisson	Yes	No	No
- Hearse	Optional	Optional	Optional
- Flower Car	Optional	Optional	Optional
- Parade with Visiting Apparatus	Optional	Optional	Optional
Readings			
- Chaplains	Optional	Optional	Optional
- Specific Person	Optional	Optional	Optional
Static Equipment Display	Optional	Optional	Optional
Station Bunting (*Family will decide what Station)	Optional	Optional	Optional *
Taps - Bugler	Yes	Optional	Optional
Transportation (immediate family)	Optional	Optional	Optional
Vehicle Bunting (day of funeral for procession)	Yes	Optional	No
Walkthrough	Optional	Optional	Optional

Level 1 Funeral / LODD

Involvement	Level 1
American Flag (* = Veteran)	Yes
Badge Shrouding	Optional
Bag Pipes	Yes
Bell Service (Last Alarm Service)	Optional
Bugler - Taps	Yes
Burial in Uniform	Optional
Closed Casket	Optional
Color Guard	Yes
Crossed Aerial Ladders	Yes
Eulogy	Optional
Family Liaison Officer	Optional
Fire Department Chaplain	Optional
Flags at Half-Staff	Yes
Flag Presentation (** = Military if Veteran)	Yes
Formations	Yes
Honor Guard	Optional
Initial Family Support	Optional
Meals	Optional
Memorial Fund	Optional
Pallbearers (Departmental)	Optional
Pallbearers (Family/Friends)	Optional
Presentation of Fire Department Badge	Yes
Procession	
- Fire Engine Escort	Optional
- Fire Engine Caisson	Yes
- Hearse	Optional
- Flower Car	Optional
- Parade with Visiting Apparatus	Optional
Readings	
- Chaplains	Optional
- Specific Person	Optional
Static Equipment Display	Optional
Station Bunting (*Family will decide what Station)	Optional
Taps - Bugler	Yes
Transportation (immediate family)	Optional
Vehicle Bunting (day of funeral for procession)	Yes
Walkthrough	Optional

Level 2 Funeral / Non-LODD (Active Member)

Involvement	Level 2
American Flag (* = if a Veteran)	Yes*
Badge Shrouding	Optional
Bell Service (Last Alarm Service)	Optional
Bugler - Taps	Optional
Burial in Uniform	Optional
Closed Casket	Optional
Eulogy	Optional
Family Liaison Officer	Optional
Fire Department Chaplain	Optional
Flag Presentation (**= Military if Veteran)	No ** Y
Honor Guard	Optional
Initial Family Support	Optional
Meals	Optional
Memorial Fund	Optional
Pallbearers (Departmental)	Optional
Pallbearers (Family/Friends)	Optional
Procession	
- Fire Engine Escort	Optional
- Hearse	Optional
- Flower Car	Optional
- Parade with Visiting Apparatus	Optional
Readings	
- Chaplains	Optional
- Specific Person	Optional
Static Equipment Display	Optional
Station Bunting (*Family will decide what Station)	Optional
Taps - Bugler	Optional
Transportation (immediate family)	Optional
Vehicle Bunting (day of funeral for procession)	Optional
Walkthrough	Optional

Level 3 Funeral / Non-LODD (Inactive Member)

Involvement	Level 3
American Flag (* = if a Veteran)	Yes*
Badge Shrouding	Optional
Bell Service (Last Alarm Service)	Optional
Bugler - Taps	Optional
Burial in Uniform	Optional
Closed Casket	Optional
Eulogy	Optional
Family Liaison Officer	Optional
Fire Department Chaplain	Optional
Flag Presentation (**= Military if Veteran)	No ** Y
Honor Guard	Optional
Initial Family Support	Optional
Meals	Optional
Memorial Fund	Optional
Pallbearers (Departmental)	Optional
Pallbearers (Family/Friends)	Optional
Procession	
- Fire Engine Escort	Optional
- Hearse	Optional
- Flower Car	Optional
- Parade with Visiting Apparatus	Optional
Readings	
- Chaplains	Optional
- Specific Person	Optional
Static Equipment Display	Optional
Station Bunting (*Family will decide what Station)	Optional *
Taps - Bugler	Optional
Transportation (immediate family)	Optional
Walkthrough	Optional

Important Information/Decisions for Family

- Services offered by the Department
- Churches with seating capacities large enough to accommodate projected attendance at the funeral. Any alternative churches will need to agree that the family minister or fire Department Chaplain may officiate at the service.
- Fire Department funeral ceremonial options (i.e. presenting the flag, playing of Taps, Last Alarm, the Ladder Archway, etc.).
- Proper recognition for the family and friends during the funeral and funeral procession.
- Ask the family to select six or eight primary pallbearers and the optional honorary pallbearers.
- Assist the family in determining:
 - The type of final committal
 - The funeral home to use
 - The clergy to use
 - The place of final committal (Dulaney Valley Memorial Gardens free of charge for all LODD)
 - Whether to bury the deceased in a fire Department uniform and, if so, how to obtain one (Lighthouse Uniform Company).
 - Alternate clothes from the family for burial and delivering them to the funeral director.
 - Open or closed casket – if the family requests a closed casket, they may wish to place a picture of the Firefighter in uniform along with their dress hat on top of or next to the casket. Offer to coordinate the delivery of the picture and dress hat if desired.
 - A photograph of the deceased and delivering it to the funeral director
 - Length of the wake and a tentative schedule
- The length of the funeral service to include (dependent on type of death):
 - Readings and readers
 - Music and musicians
 - Deliverer of the funeral tribute and/or eulogy
 - Inclusion of a “Last Alarm” bell service
- Ceremonies at the place of final committal (dependent on the type of death):
 - Piper
 - Singing
 - Honor Guard
 - Readings
 - Last Alarm Service
 - Taps
 - Use of an engine, a caisson or a hearse (This will require the use of a platform and/or stairs)
 - Use of an engine or ladder truck to carry flowers
 - Personnel walking alongside the caisson or riding in the procession
 - Raised, crossed ladders
- Any other special considerations

Fire Department Information/Decisions - Funeral Steps:

Need to establish one contact person with the family.

Need to determine if a FD funeral is desired.

Need to establish one contact person within the FD.

Need to determine/clarify.... FD funeral or LODD FD funeral.

If FD funeral – FD services, contact the County Chaplain.

If FD funeral – funeral procession from church (or funeral home) to burial site?

If FD funeral – procession to go by their fire station, while enroute to burial site?

Transport of the person’s casket (or urn) on or within the engine is reserved for a LODD.

If FD funeral – person’s travel from the funeral home to the church?

If FD funeral – person’s travel from the church to the burial site?

If FD funeral – grave site playing of “last alarm” (three sets of 5 bell tones).

If FD funeral – grave site playing of “taps”, yes or no?

If FD funeral – grave site playing of bag pipes (reserved for LODD), yes or no?

If FD funeral – if a Line of Duty death, grave site announcement the “last alarm” over FD dispatch channel, across the Jurisdiction. This is to be coordinated with Communications.

If FD funeral - need to choose who will serve as honor guard for viewings.

If FD funeral – need to determine who will be the FD pall bearers.

If FD funeral – need to determine trucks for the ladder arch at funeral home and/or church.

If FD funeral – need to determine trucks for the ladder arch at burial site.

Need to have an announcement prepared for Communications/email transmissions to give the appropriate details to the FD Community:

- *relative to the viewing arrangements*
- *relative to the church arrangements*
- *relative to the burial arrangements*
- *relative to the procession, and participation therein*

Need to have the PIO handle all communications with the press.

Need to have a Chief Officer be the procession coordinator.

When presenting the US flag, determine who you are presenting towards, then hang the flag with the “field of stars” at the upper left.....ALWAYS.

Prepare a flyer with the following:

1. Name
2. Brief info about person
3. Viewing location with date and time
4. Viewing location with date and time of “FD Services”
5. Mass location with date and time
6. Burial location
7. Reception location

Prepare the funeral procession route:

1. Need to prepare a map from the ADC Mapbook/MapQuest/Google Maps
2. Delineate route from Mass location to Burial location.
3. Need to create a list of the streets to be traveled, directions from point to point.
4. On the list, intersections need to be identified and noted; turn left, right or continue through the intersection.
5. Each intersection needs to have FD apparatus at it to block traffic for the procession. Large intersections need more than one piece of apparatus.
6. Question, ladder arch at funeral home/church?
7. Question, ladder arch at burial site?
8. A minimum of 4 cars to parallel/be in advance of the procession – to be upcoming intersections.

Order of funeral procession

1. Lead car either FD Chief’s or President’s vehicle / #2 can go first optional
2. Other agency association marked vehicle (if member was a police officer, or)..... optional
3. Vehicle carrying the individual (engine if LODD or ambulance – for EMS member).....optional
4. Hearse from funeral home
5. Family
6. FD apparatus
7. Others

Prepare a statement/eulogy:

1. Chief, President or designee to prepare this document for delivery at the FD Service. Others / other members will also be allowed to deliver comments.
2. If there is no FD Service, as in a Jewish ceremony, the words are delivered at the Mass Service.
3. Statement to contain the following points:
 - Condolence statement to survivor and children
 - The person history within the FD
 - A special trait about the person
 - A memorable moment
 - Moments or actions by this person
 - Memorable statements the person would make
 - A closing statement to end on an “up beat”

GLOSSARY

American Flag – Flag of the United States of America. (All Departmental members who die in the Line of Duty or who are veterans will get an American Flag).

Badge Shrouding – The shroud should appear on badges at the time of notification of the death and should remain on the badge until after the funeral and final committal. For Line of Duty deaths, the badge shrouds will remain in place for a 30-day mourning period. To shroud of a badge, place a ½” to ¾” piece of black material horizontally around the badge at its midpoint. If the Chaplain’s badge contains a cross, a crescent, tablets, or the Star of David, the Chaplain’s badge remains uncovered.

Bag Pipes – Musical instrument that is used during the funeral ceremony.

Bell Service (Last Alarm Service) – A traditional bell-ringing ceremony at the end of the church service or committal service usually signified the Firefighters last alarm. A short description of the tradition is followed by the ringing of the bell, in 3 sets of 5 tolls (5-5-5).

Burial in Uniform – If the family chooses to bury the deceased Firefighter in the Departmental uniform, the Family Liaison Officer will deliver the uniform to the Funeral Officer or the funeral director.

Caisson – A Fire/EMS Department engine that is used to carry the casket of a member killed in the Line of Duty.

Closed Casket – If the family requests a closed casket, the family may wish to place a picture of the Firefighter in uniform along with the Firefighter’s dress hat on top of or next to the casket.

Color Guard – Fire Department ceremonial unit that consists of four to six people that carry the American, State, and County flags, as well as, a rifle and the Department colors.

Crossed Aerial Ladders – If the family wishes to have the crossed aerial ladders at the entrance to the final committal site, the Family Liaison Officer will forward this request to the Survivor Action Officer for approval and coordination.

Eulogy – A eulogy may be appropriate at any point in the funeral ceremonies. The family should decide who will deliver the eulogy and when it is fitting. The Fire Chief/Volunteer Chief, a clergy member, the Departmental Chaplain, or close family friend from the Fire/EMS Department may be asked to perform this task. The Family Liaison Officer will make the necessary contacts and advise the Funeral Officer. See Appendix B for information on how to prepare a fire service eulogy.

Family Liaison Officer – Regardless of the circumstances surrounding the death of the deceased Firefighter’s status in the Department, a Family Liaison Officer should be assigned to make contact with the family. The officer will determine the amount of involvement the family wants from the Department. The officer will provide this information to the Survivor Action Officer.

Fire Department Chaplain – The amount of involvement of the Chaplain will be determined by the family. One option is a shared responsibility between the family’s clergy and the Department Chaplain.

Fire Engine Escort – A Fire/EMS Department engine escorting the hearse.

Flags at Half Staff – Upon notification that a Department member has died, the Fire Chief/Volunteer Chief will direct that all station flags be lowered to half-staff. They will remain at half-staff until sunset on the day of the final committal. When the American flag is at half-staff, no other flags will fly on the same pole. For Line of Duty deaths, the Fire Chief/Volunteer Chief will request that the local officials ask other facilities to fly their flags at half-staff.

Flag Presentation – When the casket is draped with a flag, an appropriate flag presentation ceremony should take place immediately before the conclusion of the committal service. Note (Level 2 and Level 3 Funerals - if the deceased was a member of the military and a flag presentation is desired by the family, every effort should be made to have military personnel perform this service.

Flower Car – A Fire/EMS Department engine may also serve as a flower vehicle. If so, personnel must take it out of service and prepare it as indicated above for a caisson. Hoses and dividers need not be removed.

Formations – Special marches or processions that are used at Department funerals.

Honor Guard – Departmental ceremonial unit that participates in the funeral ceremony. This unit usually performs as ceremonial guards and pallbearers.

Initial Family Support – The Department will determine the level of support based on the family requests as relayed by the Family Liaison Officer. The Department should assign appropriate personnel as the need arises. The Department should not act on assumptions without contacting and getting the consent of the immediate family.

Memorial Fund – A fund established where donations can be sent to assist the immediate family of the deceased.

Music Selections - A band, piper, an organist, a choir or soloists may play or sing during various funeral ceremonies. The Family Liaison officer should discuss this option with the family and communicate its wishes to the Funeral Officer.

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

Post Services Reception – A reception may be held following the funeral. A church hall, school cafeteria, fire station, or other facility may serve for this purpose.

Presentation of Departmental Badge – As part of the funeral service at the funeral home or church, the Fire Chief/Volunteer Chief may present the badge and name tag worn by the deceased firefighter to the next of kin. The items should be in a framed display containing a Departmental patch.

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

Readings – Numerous scripture passages and fire-service-related readings are appropriate during the funeral services. The Family Liaison Officer will work with the family to determine if they would like any readings and who should read them.

Static Equipment Display – During the processions, the family may choose to have a static display of Department apparatus and crews at attention and saluting the passing casket and family vehicle. This final tribute may be set up at the funeral home or church at key locations along the procession route, at a fire station on the procession route, or at the place of final committal entrance. The Family Liaison Officer will communicate this request to the Survivor Action Officer.

Station Bunting – Fire Department Stations/Facilities where the deceased worked or was affiliated will bunt their station and equipment.

Taps – Hymn that is played during the final commitment portion of the funeral ceremony. Taps may be sounded by one or more buglers at the place of final committal. The location of the bugler should be approximately 75 feet from the final committal site.

Transportation - The Department should offer a fire Department vehicle and driver to the immediate family during the viewing and funeral period. The Family Liaison Officer normally arranges for this service.

Vehicle Bunting – Fire Department vehicles where the deceased worked or was affiliated will bunt their apparatus.

Walkthrough – A walkthrough of Firefighters at the funeral home may occur to pay tribute to the deceased Firefighter. If so, the Funeral Officer will schedule the walkthrough and have Firefighters form a line by Department.