

**Line of Duty Death
Wyoming L.A.S.T Team
S.O.G.**

C.A.S.T

Wyoming L.A.S.T. Team

Line of Duty Death

Standard Operating Guide

“Taking Care of Our Own”

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Line of Duty Death Introduction

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

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

This plan is devised for maximum structural flexibility and not to overburden any one individual.

This plan assigns responsibility to individuals and teams for the:

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

Since this catastrophic event could take place at anytime Wyoming C.A.S.T's should keep this LODD SOG available at all times.

As you read this plan, you will see that the organizational system we use is designed along the lines of the Incident Command System (ICS). This plan is

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administered by a Planning Group Manager and the work load is divided among specific Divisions and Groups.

Once the Planning Group Manager is designated by the Wyoming C.A.S.T., that person should obtain a Team LODD SOG from the C.A.S.T. The LODD SOG includes the following notebooks, which comprise the detailed lists of responsibilities for each ICS position within this plan.

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

As soon as possible, the Planning Group Manager needs to appoint the Division/Group leaders for each of the Division or Group functions. A meeting of all Division/Group leaders then needs to be called without delay. At this initial meeting the distribution of the assignment notebooks should be made. The only exception is the immediate distribution of the Family Liaison Notebook and the specific completed Personal Confidential Form to the Family Liaison Officer. The FLO will be designated by the Chief, or Acting Chief of the affected Department as soon as possible.

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

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

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

Line of Duty Death Guidelines
Wyoming L.A.S.T. Team

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Wyoming C.A.S.T. Responsibility
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Section 1

Wyoming C.A.S.T. Responsibility

Upon the death of any Firefighter in the State of Wyoming, the Wyoming C.A.S.T. may immediately be notified and asked to assist the local affected Department.

During notifications, it is imperative that accurate information is passed quickly and discretely. All communications of this sensitive nature shall be conducted either by telephone or face-to-face.

Notification Protocols:

Upon the notification of a LODD within Wyoming, the C.A.S.T. shall contact the NFFF through the LODD Hotline number at 1-866-736-5868. In the event the NFFF is notified of a LODD in Wyoming, they will notify one of the C.A.S.T.'s.

Notification of Actions Taken:

The C.A.S.T. shall then notify NFFF of action taken (e.g. the C.A.S.T. is responding, the entire team is responding, assistance was refused, etc.). In either case, the C.A.S.T. as a representative of the NFFF will ask the Chief for some basic information as outlined in the Firefighter Family Data Sheet. (See Appendix I in the Team Manual. This form is also provided in this section of the LODD SOG)

Labor Union Special Note:

In career fire departments, the C.A.S.T. may be interacting with the Local IAFF President or other IAFF representative and may be directed there by the Chief. The C.A.S.T. shall contact the local organizational structure in place.

The Chief's "Hot Sheet" for Initial Action:

Whether the Chief accepts or rejects the services of the team, off to fax the LODD Hot Sheet. These are things they need to know and/or consider within 24 hours of a LODD. This Hot Sheet is included in this section of the LODD SOG and in Appendix O in the Team Manual.

Initial Response:

In the event the Chief or their designee accepts the assistance of the team, it is expected that the C.A.S.T. and team will be able to respond and be on the

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ground within 6 hours and be able to stay for 3-5 days. It is also expected that the team will be able to assist from notification through the funeral and beyond, when and where necessary. The C.A.S.T. will be the point of contact for the team and will be the liaison to the Chief or their designee.

Team Mobilization:

If needed, the C.A.S.T. shall immediately identify and assign the Team Planning Manager and work with the Chief to identify a Team Family Liaison Officer ASAP. The C.A.S.T. will immediately identify, notify and assign Division/Group Managers as needed. If the entire team or part of the team is requested, the C.A.S.T. shall use the mobilization protocols, located in this section of the LODD SOG and under Appendix M of the Team Manual. It is very possible that part of the team may respond initially and some may be needed later on. Ensure protocols are established for contacting team members over long distances and consider travel time. As soon as possible, an initial planning meeting will take place on site. All Team members who are on site will attend this initial planning meeting with the C.A.S.T. and Planning Group Manager.

1. Initial Planning Meeting Agenda
 - a. Introduce the Planning Group Manager
 - b. Introduce the Family Liaison Officer, if appointed.
 - c. Appoint the Death Investigation Leader and issue the notebook comprising the detailed responsibilities of this function
 - d. Identify and assign documentation unit leader
 - e. Verify that the necessary Critical Incident Stress Management (CISM) is in progress
 - f. Turn over the meeting to the Planning Group Manager and Division/Group assignments are made
 - g. Issue Division/Group notebooks
 - h. Discuss all pertinent issues

Documentation of Mission Tasks:

It is imperative that there is written documentation of all tasks performed by the team in order for the department and/or family to be able to refer to these after the team has left. The C.A.S.T. will decide on the best method of this documentation. A sample Mission Task sign off form has been included in this section. In addition, various ICS forms have been included in Appendix XX of the Team Manual.

Considerations for the Team:

Below are some considerations from past experiences that may prove beneficial for the process:

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- 1) Hold an initial meeting between Wyoming C.A.S.T., Team Planning Manager, Family Liaison Officer and department staff to discuss available resources and expectations ASAP.
- 2) Utilize a status board to track assignments and resources
- 3) Hold department wide meeting over 3-4 day period to talk about process. Consider mental health personnel availability during these meetings.
- 4) Hold planning meetings with funeral directors, clergy, street and highway supervisors, law enforcement, elected officials, etc.

Exit Strategy:

The team must have an exit strategy. This should be discussed at the end of the first day in private with the Chief and/or designee. The C.A.S.T. will liaison to the Chief or their designee at the appropriate time and discuss same. A component of the exit strategy will be a packet of information left with the family and the department. This packet of information shall be copied for the NFFF and the Chief and then given to the family. See Chapter 5, "After Action Reporting Requirements in the Team Manual.

Do's and Don'ts for Team Members:

Do:

- Ensure that the family and department are the priority at all times
- Always ask first before taking any action
- Empathy is key
- Maintain transparency by working behind the scenes
- Meet needs of family and the department, using all resources
- Quality over expediency; Do all things well, even if it means taking a little more time
- Provide accurate and timely information
- Practice personal and Team integrity
- Think in terms of honor, dignity and respect at all times

Don't:

- Get distracted from the mission and task at hand
- Do anything without consulting the Chief or their designee
- Take over unless specifically asked to do so
- Give bad information or make things up. Get the facts.

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Next of Kin Notification
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Section 2

NEXT OF KIN NOTIFICATION

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

Due to the fact that many times our Team will not be able to assemble immediately, the notification process must be accomplished by the affected fire department and Chief.

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

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

1. The Chief or Acting Chief. However, if unavailable the highest ranking available Officer.
2. Family Liaison Officer – Reference Personal Confidential Form for assistance in this designation. May be selected by the Chief
3. Fire Department Chaplain
4. Local 904 Union President or representative if applicable

If the notification team can not be readily assembled, notification should not be delayed. This decision will be made by the Chief or Acting Chief.

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

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

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

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

Steps to be taken at the residence:

1. It may become necessary to have EMT's standby if the people receiving the news are medically vulnerable. If this is done, have the apparatus standby near the residence, but not in view.
2. At the door identify yourself and ask to come in. (Notification should take place in a private setting not at the doorstep.)
3. When inside, ensure you are notifying the right person.
4. Get people in a comfortable or relaxed setting: the most important function of the person making the notification is to put all of the known basic facts into one sentence and tell them.
5. Make sure your message is absolutely clear and direct.
6. Begin with, "I have very bad news" or "I'm very sorry to tell you".
7. Let them know how it happened, "Bob died responding to a fire," or "Bob was killed in a building collapse." Always try to use the deceased member's first name. Never give the family a false sense of hope. If the member has died, relay that information. Use words like "dead" and "died" rather than "gone away" or "passed away".
8. Allow the family to express their emotions. Do not try to talk them out of their grief.
9. This is a very sad time. Do not mask your own grief.
10. Provide only the facts you know, never speculate. If you cannot answer a question, find out the correct answer.

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11. Phrases or words to avoid:
 - a. "I know how you feel."
 - b. "It was God's will."
 - c. "Life will go on."
 - d. "He would have wanted to go this way."
 - e. "Be brave."
 - f. "Passed away."
12. Use the victim's first name when referring to our firefighter.
13. Ask if the Department can assist by notifying immediate family members (parents, brothers, and sisters).
14. With the permission of the next of kin, the Department can help setup a support system:
 - Clergy
 - Relatives
 - Friends
15. Never leave immediately after making a notification.
16. Do not leave people without a support system. Wait for others to arrive.
17. Do not take the victim's personal items with you.
18. Ask the survivor(s) if they wish to see the deceased firefighter, even if the body is badly disfigured. People often have a need to see, touch and hold the deceased; otherwise they may be in denial. This is often very helpful in the family's grief process. It gives a sense of finality.
19. If family members wish to see the firefighter, arrangements need to be made rapidly for the viewing. Sensitivity to the family is very important. Provide the best possible environment and avoid delays that heighten the family's anxiety.
20. Offer to transport the family to the location of the firefighter, and help prepare them for what they will see.
21. Do not let them drive.

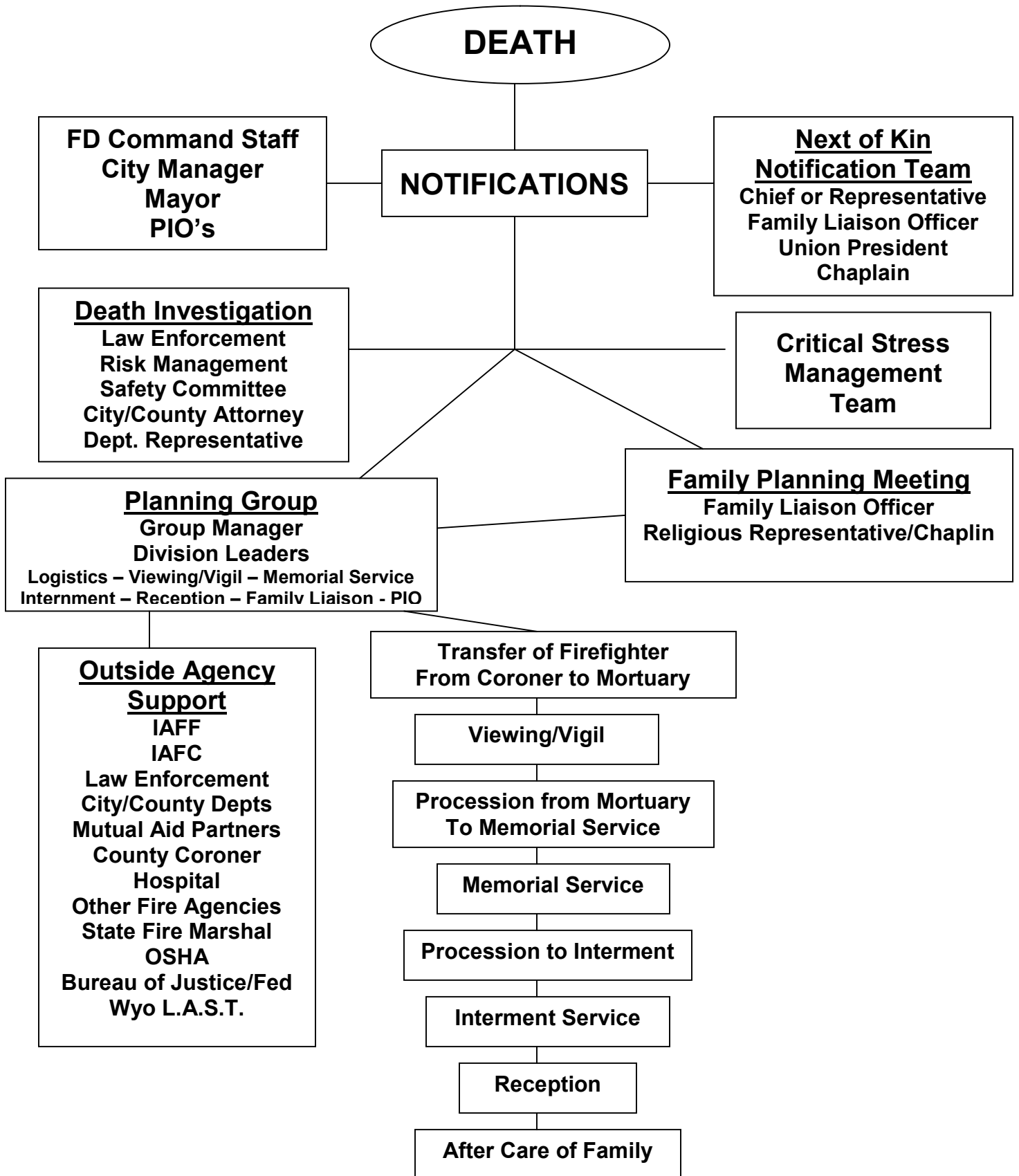
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22. If you transport the family, turn off your radio and/or advise dispatch that you are transporting the relatives and, if possible, switch to an alternate channel, or communicate by cell phone. Before transporting the family try to contact hospital personnel by phone that the family will be enroute.
23. The Family Liaison Officer and Chaplain should stay with the family unless the family declines. The FLO should make arrangements as soon as practical to speak directly with the Planning Group Manager to ensure timely and accurate information back to the PGM and LODD team. At some point, it is important that the FLO reports back, in person, to the PGM and LODD team command post.
24. Ask if the Department can pick up any children who may be away at this time.
25. Ask if there is a need to arrange for immediate baby sitting needs for young children. Make arrangements if needed.
26. Surviving parents will also be afforded the courtesy of personal notification if they live in the same geographical area. If the deceased member was married, notification will be at the request of the deceased employee's spouse. In this case, the parents' notification team will be a department representative designated by the Chief and one of the other Department Chaplains (or parents' Clergy) if possible.
27. Advise the family of possible media calls. Unwanted media exposure will only add to the difficulty of this tragedy. Suggest that a friend of the family screens their incoming calls.
28. Assure the family that their wishes are the Department's number one concern.
29. Advise the family that an autopsy is not required but is recommended.
30. Ensure that the family understands that they do not have to make any immediate decisions regarding services, mortuary, wills, etc.
31. Before leaving the residence, try to set a time for a Family Planning Meeting. There are decisions that will need to be made by the family that will shape the planning process. This meeting should take place within the first 24 hours.

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Section 3 LINE OF DUTY DEATH FLOW CHART



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Section 4

Death Investigation

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

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

1. Investigation Leader – Fire Chief Designated
2. Law Enforcement Command Staff Officer
3. Law Enforcement Evidence Technician
4. Department/City/County/District Safety Committee Chairman or representative
5. City/County/District Risk Manager or representative
6. City/County/District Attorney or designee

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

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

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

1. Immediate Action

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Death Investigation**

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- a. Secure the scene. No unnecessary disturbing of the scene should take place. Remove all non-essential personnel.
 - b. Impound all safety equipment that was used by our firefighter:
 - 1) SCBA
 - 2) Turnouts
 - 3) Helmet
 - 4) GlovesThese items may need to be sent for testing.
 - c. Have a video and still picture record made of the sight.
2. Secondary Action
- a. Notify Coroner and arrange for potential autopsy.
 - b. Obtain audio tapes of the incident.
 - c. Request written transcripts with times of radio transmissions.
 - d. Impound all written forms used in the incident:
 - 1) Incident Work Sheets
 - 2) Computer generated logs and forms
 - e. Ensure all necessary agency notifications have been made:
 - 1) OSHA
 - 2) U.S. Fire Administration
 - 3) NIOSH
 - 4) ATF (if there are suspicious circumstances)
 - 5) State Fire Marshal
 - 6) PSOB
 - f. Obtain written statements from all directly involved individuals. It is preferred that these statements be completed prior to the release of members at the end of the shift. If this is impractical, the statements should be provided within twenty-four hours.

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Death Investigation
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These statements are confidential and are not to be reviewed by any individual, including all Supervisors. These documents are to be sealed and turned over to the Incident Investigation Team Leader.

- g. Review all chronological reports.
- h. Review all written statements.
- i. Setup interview teams for all companies on the scene.
- j. Interview all individuals on scene (tape record).
- k. Reconstruct the scene from statements.
- l. Have diagrams and designs of fire scene for interviews.
- m. Review the autopsy report (one is required).
- n. Write the final report.

If an employee is killed as a result of a fire/explosion, the FIRE INVESTIGATION shall be conducted by the Fire and Police Department Arson Investigation Units. The cause and origin determination shall rest with this unit and any additional investigation resources that may be requested, such as the ATF, Wyoming Fire Marshal's Office or Sheriff's Department. Once this investigation is complete, the Arson Investigation Leader will then turn the scene over to the Death Investigation Group.

The cause and determination investigation of how the fire/explosion started should not be released to the public until cleared by the Fire Chief and City/County/District Attorney.

Death investigation resources can be found in the Team manual.

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Planning Group Manager
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Section 5

Planning Group Manager

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

A Wyoming L.A.S.T. Team Member will be designated as Planning Group Manager by a Wyoming C.A.S.T. and will lead the planning group. This Manager will be appointed as quickly as possible and have overall responsibility and control of coordinating all activities involving the planning and execution of the plans that provide an appropriate memorial/funeral service for our fallen firefighter.

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

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

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

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

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

1. The desires of the surviving family are paramount at all times.
2. Planners should be aware that open and frequent communication between and within the Planning Group is key to successfully coordinating this effort. The use of phones or face-to-face communication is preferred.
3. Rehearsals of specific events is advisable, if possible, to reduce confusion.
4. It is advisable for the Planning Group to meet once or twice daily. This allows all Division/Group Leaders to see the overall work in progress. A command post location should be designated early in the event.
5. The earlier the team is activated the better. Lost time can never be made up when dealing with this work load in a three to five day window.
6. This is a complex event to manage. Bring the best talent to the Group that is available.
7. Give your Division/Group Leaders authority to select the best people to staff their organizations.
8. Think Big - There is a potential for having hundreds to thousands of individuals participating in a full FD funeral.
9. Remember there is planning support available from other agencies.
 - a. Law Enforcement
 - b. Mutual Aid Partners
 - c. State Fire Marshals Office
 - d. City/County Departments
 - e. Other agencies

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Planning Group Manager
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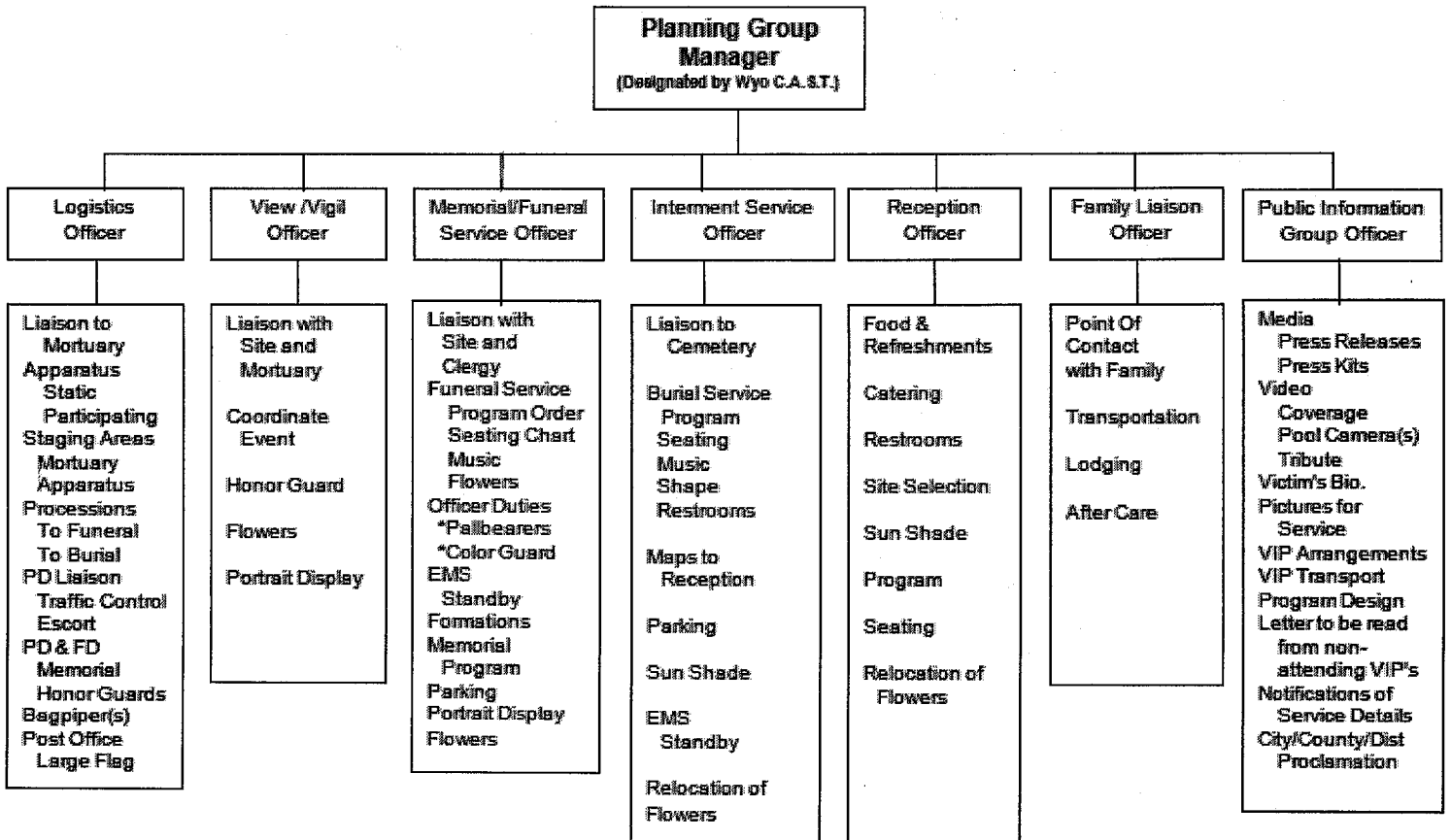
See the Planning Group Organizational Chart in Section 6.

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

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

Section 6

LINE OF DUTY DEATH PLANNING GROUP ORGANIZATIONAL CHART



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Logistics Group
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Section 7

Logistics Division

The Logistics Division is established to manage specific areas of responsibility as outlined in this document in response to a Line of Duty Death.

The Logistics Division Officer shall report directly to the Planning Group Manager.

The Logistics Group Leader will need to appoint competent team members to assist with the Division's responsibilities which are far reaching.

This Officer is responsible for the following:

Arrange for deceased's transport from Coroner to mortuary.

1. Designate and coordinate the use of all Fire Department apparatus for events:
 - a. FD apparatus to be used as caisson.
 - 1) Arrange for black bunting on apparatus
 - 2) Arrange for casket rollers and blocks
 - b. FD apparatus to be used as flower car (if necessary).
 - c. FD units in procession
 - d. Law units in procession
 - e. Hospital units in procession
 - f. Outside agency vehicles
 - g. VIP transport:
 - 1) Surviving family
 - 2) Politicians
 - 3) Union officials
 - 4) City/County/District/State
 - 5) Clergy
 - h. Antique Fire Apparatus.
2. Designate apparatus order for all processions.

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Logistics Group
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3. Designate route of procession:
 - a. If possible, the procession should proceed past deceased's station and as many stations as possible.
 - b. If possible, the procession should go through downtown to allow the public to be involved in the ceremony.
 - c. Mortuary to service.
 - d. Visiting apparatus meeting with caisson and the procession to service site.
 - e. Service site to burial.
 - f. NO SIRENS will be activated during any procession.
 - g. Apparatus should have emergency lights activated during any procession
4. FD apparatus static displays:
 - a. In-service apparatus standing by on procession routes.
 - b. Ladder trucks for Ladder Bridge with large flag.
5. Coordinate with Planning Manager if mutual aid will be needed to fill affected Department stations.
6. Liaison with Law Enforcement/Street/Highway Dept.
 - a. Motorcycle or car escort
 - b. Street closures along route/traffic control
7. Organize staging areas:
 - a. Locations :
 - 1) Mortuary staging area (officer needed):
 - a) Liaison with mortuary
 - b) Organizes FD apparatus
 - 2) Outside Agency Apparatus Staging Area (officer needed, possibility of over 100+ vehicles to control)
 - b. Need to provide:
 - 1) Restrooms
 - 2) Refreshments
 - 3) Food
8. Obtain services of Bagpiper/s, Honor/Color Guards, Drum & Pipes, etc.
9. Obtain one or two buglers (they may need to be amplified).

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Logistics Group
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10. Obtain adequate white gloves for FD Command Staff and pallbearers.
11. Obtain black bands for badges.
12. Design all necessary maps.
13. Obtain helmet and turnouts that will accompany casket.
14. Select eight pallbearers and a leader. Coordinate with Family Liaison Officer for family preferences.
15. Coordinate the honor/color guard leaders.
16. Issue a directive that specifies uniform to be worn.
 - a. Class A Uniform
 - b. Station Uniform if Class A is unavailable
 - c. Black badge band
17. Manage the standing of watches at the Fallen Firefighter Memorial if applicable.
 - a. Dawn to dusk
 - b. One hour shifts
 - c. Invite Law to participate
 - d. Ideally, both the Fire, Police Chiefs and Sheriff stand the first watch
 - e. Prepare sight
 - 1) Manage flowers that will be delivered
18. If there are injured firefighters who wish to attend any service, provide for their transportation.

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Viewing/Vigil Division
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Section 8

Viewing/Vigil Division

The Viewing/Vigil Division will be established if service is desired by the family(s).

The Viewing/Vigil Division Officer shall report to the Planning Group Manager.

Necessary information the Division needs is:

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

The duties and responsibilities of this Officer are:

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

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Viewing/Vigil Division
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Honor Guards' Names _____

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

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Memorial Service Division
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Section 9

Memorial/Funeral Service Division

Memorial Service Division is responsible for planning and coordinating any and all arrangements for this main service for a Line of Duty Death.

The Division Officer shall report directly to the Planning Group Leader.

For proper planning to commence, it is very important that the following information be submitted to the Division, from the Planning Group Manager and Family Liaison Officer, as soon as possible. This information may come from the deceased's "Emergency Contact Information Form" that was given to the family to complete by the Family Liaison Officer. Necessary information includes the following:

1. Date _____
2. Location _____
3. Time _____
4. Level of FD involvement
5. Open or closed service to public and outside agencies
6. Open or closed casket
7. Preferred music _____
8. Preferred speakers _____
9. Will a bagpiper/s and/or Drum & Pipes be used Yes _____ No _____
10. Will the last bell tradition be used Yes _____ No _____

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Memorial Service Division
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Outline of Division's responsibilities:

1. Ensure the facility is large enough to handle anticipated large numbers. You may have to plan for overflow.
2. Coordinate with:
 - a. Logistics - arrival and departure from service
 - b. Religious Leaders - program content
3. Design order of program. This service should last no more than one hour and thirty minutes. Coordinate with Planning Group Leader on starting time of the service.
4. Design seating plan - If indoors determine capacity and obtain a floor plan drawing.
 - a. Family area
 - b. VIP's
 - 1) Politicos
 - 2) National/State Officials
 - 3) City/County/District management
 - 4) Union (local, state, and national)
 - 5) FD Command Staff Officers (DC's & SC's)
 - 6) Chief Officers' visitors
 - c. FD personnel
 - d. Civilian friends
 - e. Visiting departments (possibly in blocks)
 - f. Retired FD Members and families
5. Coordinate music:
 - a. Family requests
 - b. Other
 - c. How music is to be performed
 - 1) Choir
 - 2) Soloists (very impressive if possible)
 - 3) Recording
 - 4) Orchestra
 - 5) Small group (instrumental)

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6. Adequacy of PA system

7. If outdoors, there are special needs:
 - a. PA system
 - b. Tent
 - c. Chairs
 - d. Restrooms
 - e. Water
 - f. Stage
 - g. Power
 - h. Shade

8. Coordination with pallbearers. The designation of individual pallbearers will be the responsibility of the Logistics Group.

9. Conduct any rehearsals deemed necessary.

10. There should be EMS standing by.

11. Coordinate program - Advise Family Liaison, who will keep the family informed.
 - a. Content
 - b. Order
 - c. Number of speakers

12. Eulogy presenter - Should be strong, and well prepared.

13. Need pictures (PIO Group to provide)

14. Select the ushers to be used and tasks for them to carry out.

15. FD Chaplain.

16. Room for family.

17. Last Alarm ceremony to include all necessary equipment.

18. Parking requirements.

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19. Coordinate with PIO's on the printed program for service.

20. Coordinate with the PIO group on an appropriate video presentation:
 - a. interviews with friends, supervisors
 - b. any pre-existing video of firefighter
 - c. Department video clips

21. Memorial program distribution.

22. Parking

23. Portrait Display

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Wyoming LAST Team
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Possible Order of Service

1. Invocation
2. Prayer
3. Opening remarks/greetings
4. Special music
5. Scripture reading/minister's remarks
6. Speakers
 - a. Governor/Mayor/City Manager/County Commissioner/District Board Member/Fire Chief/other appointed or elected officials
 - b. Any State or Federal politicians
 - c. Family representative(s)
 - d. Union representative
 - e. FD representative's friend(s)
7. Eulogy – Chief or other
8. Special music
9. Presentations
10. Closing remarks/prayer
11. Last Alarm Ceremony (This can be performed at either Memorial/Funeral Service or Interment at cemetery)
12. Bagpipes
13. Dismissal instructions

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Suggested "Last Bell" Ceremony

(This is usually performed near the end of the service)

The chaplain or a honor guard member reads the following:

Throughout most of history, the lives of firefighters have been closely associated with the ringing of a bell. As they began their hours of duty, it was the bell that started it off. Through the day and night, each alarm was sounded by a bell that called them to fight fire and to place their lives in jeopardy for the good of their fellow man. And when the fire was out, and the alarm had come to an end, the bell rang three times to signal the end.

And now our Brother (Sister) _____ has completed his (her) task, his (her) duties well done, and the bell rings three times in memory of, and, in tribute to, his (her) life and service.

The Officer-in-Charge calls everyone to Attention.

The Color Guard is called to Present Arms.

The bell is struck three times.

The Color Guard is called to Order Arms.

Optional : The chaplain offers a closing prayer.

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FUNERAL TYPES

Definitions

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

Types of Services

Level One: A line-of-duty or job-related death.

Level Two: A non-job-related death of an active member.

Level Three: A non-job-related death of an inactive/retiree or affiliate member.

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Level One	Level Two	Level Three
American Flag	American Flag	American Flag
Badge Shrouds	Badge Shrouds	Badge Shrouds
Pipes & Drums	Pipes & Drums	Pipes
Last Bell Ceremony/Last Radio/Pager Call	Last Bell Ceremony	Last Bell Ceremony
Bugler	Bugler	
Honor Guard	Honor Guard	Honor Guard
Eulogy	Eulogy	
Fire Engine Caisson	Hearse	Hearse
Pallbearers, active	Pallbearers, honorary	Pallbearers, honorary
Vehicle bunting	Vehicle bunting	

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Wyoming L.A.S.T. Team
Interment Division
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Section 10

Interment Division

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

The Interment Division Officer shall report directly to the Planning Group Manager.

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

Refer to the Chaplains Manual for suggested cemetery formations.

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

Critical information for this Division:

1. Open or closed service to the public
2. Location
3. Time of anticipated arrival
4. Number of anticipated guests

This Division is responsible for:

1. Organizing program
 - a. Content
 - b. Order

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2. Providing seating for at least family and VIPs
3. Providing restrooms if deemed necessary
4. Distributing maps to reception location
5. Shade if necessary
6. Liaison with cemetery
7. Determine if family wants to use Wilbert Funeral Services (free Burial Vault or Cremation Urn) Refer to Team Manual Appendix P pg. 262 * if utilized, this will need to be one of the first tasks completed by the Interment Division leader.
8. Liaison with clergy
9. Coordinate flag presentation to family. This will be conducted by the Honor Guard and Fire Chief.
10. Create a parking plan
11. Provide equipment to remove casket from FD apparatus
12. Provide a sound system
13. Provide electrical power
14. Provide a public address system
15. Provide and coordinate a bugler - Playing taps
16. Coordinate bagpiper/s, Drum and Pipes, etc.
17. Coordinate with Veterans Group and 21-gun salute if necessary.
18. Relocation of flowers

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Wyoming L.A.S.T. Team
Interment Division
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Possible Program For Interment

1. Assembly
2. Officers attention, salute (command given, ready two, when casket is placed over grave)
3. Opening prayer
4. Scripture reading
5. Bagpiper
6. Committal reading, closing prayer
7. Taps
8. Flag folding
9. Flag presentations by Chief
10. Last Alarm Ceremony (Performed at either Memorial/Funeral or Interment)
11. 21-gun salute by Veterans Group, if requested
12. Attention, dismissal

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Wyoming L.A.S.T. Team
Reception Division
- 1 -**

Section 11

Reception Division

It is the responsibility of this Division to organize and provide food and refreshments at a reception at the conclusion of the burial service. This will probably take place at a location away from the cemetery.

The Reception Division Officer shall report directly to the Planning Group Manager.

The responsibilities of this Division include:

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

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Wyoming L.A.S.T. Team
Reception Division
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11. Provide Guest Book

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Wyoming L.A.S.T. Team
Family Liaison Officer (FLO)
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Section 12

Family Liaison Officer (FLO)

The Family Liaison Officer is a critical position in our Line of Duty Death guidelines.

With the assistance of the C.A.S.T. the Family Liaison Officer will be designated by the Chief or Acting Chief immediately or soon after the death. Family wishes must be considered when assigning the FLO. (It is recommended, not to use a family member. Seek out department member who is close to the family.)

The Family Liaison Officer shall report directly to the Planning Group Manager.

The Family Liaison Officer (FLO) shall:

1. If possible, accompany the Chief or designee during the initial family notification.
2. Conduct the Family Planning Meeting within 24 hours.
3. Provide the "Personal Confidential Form" to the family to complete. This form is important in the planning of the services.
4. Act as Department's single point of contact to the family.
5. Act as Department's single point of contact and liaison with Wyoming L.A.S.T. Team PSOB specialist.
6. Transition the After Care Program to the Wyoming L.A.S.T. Team PSOB Specialist.

Once assigned, the FLO will be available 24 hours a day (via pager, face-to-face, cell phone) until after the burial. The Family Liaison should be assigned a vehicle. He/she should also be issued communication equipment, cell phone, portable radio, and pager for the entire funeral process.

The FLO should also designate an assistant to help with this very important function. (Should consider someone who is a family friend)

In the event of a multiple death, it will be necessary to have one liaison for each victim.

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

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

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

For this meeting, the affected Department and LAST Team should be represented by the following:

1. Department Chief and/or representative
2. The family's religious representative or Chaplain
3. Honor Guard Commander

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

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

It is important that we first explain all options to the family regarding service types and FD involvement before any decisions are made. The FLO and Honor Guard Commander must be prepared to discuss all aspects of the funeral process and counsel the family in its decisions. It is highly suggested that either the FLO or Honor Guard Commander begin this conversation by saying "This is what the department would like to do for you". At this point, discussion will revolve around what type of service the team and the department is prepared to provide.

One of the most important decisions that will need to be reached is the sight of the memorial/funeral service. Explain to the family that a traditional fire department service could bring hundreds to thousands of mourners, thus requiring a large venue.

Explain that our team and the affected department is ready to organize such a large service. Let the family know that if a decision is made to proceed with a

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Wyoming L.A.S.T. Team
Family Liaison Officer (FLO)
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traditional line of duty service that the family will be consulted on every detail, if desired.

The Honor Guard Commander should explain what a traditional Fire Department funeral includes:

1. Flag draped casket
2. Casket carried on FD apparatus
3. FD - pallbearers (8) and honor guard
4. Apparatus procession
5. Honor Guard at viewing
6. Bagpipers, Drum & Pipes
7. Law Enforcement motorcycle or car escort
8. Flag Presentation ceremony
9. Last alarm ceremony
10. Final radio call
11. 21 gun salute if requested by family for veteran status
12. Ladder arch
13. Bugler playing taps
14. Eulogy and speeches by Chief, Governor, Politicos, etc.

Be prepared for the potential of being blamed for the loss of the loved one. It is very natural for people to find scape goats in a time of extreme grief. There is always a possibility that the family will refuse all team and department assistance. If this happens calmly state, "we respect your wish." Also advise them that it may be the affected Department's intent to memorialize our firefighter with a service that will be held at a later date and that they are welcome to attend. Explain that this service is not meant to bypass the family's wishes, but that it is extremely important to our grieving firefighters and the fire service to properly pay tribute to one of our own.

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

It is important to advise the family that hundreds to thousands of firefighters will come to pay their respects.

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

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Wyoming L.A.S.T. Team
Family Liaison Officer (FLO)**

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Family Planning Checklist

(This form should be used if no similar type of form was completed at an earlier date by the deceased firefighter and family. If a similar form was completed obtain that form and go over it with the family to ensure that all is valid)

1. Mortuary to be used after coroner's autopsy: (Have suggestions if no preference)

Name _____

Address _____

Telephone # _____

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

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

4. Has a cemetery plot been already purchased? Yes ____ No ____

Location _____

If no, preferred location _____

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

Location _____

Date _____

Time _____

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Family Liaison Officer (FLO)
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6. Nature of Memorial Service

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

7. Is there a religious requirement for burial time frame? Yes ___ No ___

If yes, when will burial or cremation have to be completed by _____

8. Burial (graveside) service? Yes ___ No ___

a. FD involved? Yes ___ No ___

b. Location _____

9. Ask if the FD can assist with out-of-town family arrangements.

- a. Transportation
- b. Lodging

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

Preferred Names

_____	_____	_____
_____	_____	_____
_____	_____	_____

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Family Liaison Officer (FLO)
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11. FD needs family contact numbers

Name	Relationship	Telephone #
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

12. Are there preferred scriptures? _____

13. Is there preferred music? _____

14. Are there preferred speakers? _____

15. Obtain all articles of clothing that the deceased will wear and deliver them to the funeral director. May consider Class A Uniform.

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

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Wyoming L.A.S.T. Team
Family Liaison Officer (FLO)
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After Care

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

The Family Liaison Officer is initially charged with providing the necessary assistance. The FLO Officer must introduce the family to the Team's PSOB Specialist so that the FLO can transition "After Care" to the PSOB Specialist.

After care may require a generous time commitment, but as details are handled the work load will diminish.

The surviving family should always be considered one of our own.

After care responsibilities include, but are not limited to:

1. Assisting the family(s) with the completion of all forms for benefits:
 - a. City/County/District/State
 - b. Federal PSOB
 - c. Insurance
 - d. Deferred Compensation
 - e. Assisting with taxes
 - f. State Retirement System
2. Review of all bills before payment by survivors for legality, honesty, and accuracy. This should include last illness, previous debts, and funeral expenses. Some bills may be covered by insurance, or otherwise not legally due.
3. Change of titles and bank account
4. Referral to the National Fallen Firefighters Foundation:
Telephone (301) 447-1365, FAX (301) 447-1645
 - a. Support groups

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Family Liaison Officer (FLO)
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b. Fallen Firefighters Memorial Celebration - Maryland

- 6 At some point the deceased's locker will need to be cleaned out and the contents returned to the family. It is the FLO's responsibility to do this. It is advisable that the contents are screened for inappropriate material prior to sending to the family.
7. Any other needs

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Wyoming L.A.S.T. Team
Public Information Group
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Section 13

Public Information Group

The Public Information Group is established primarily to coordinate and disseminate all information regarding a Line of Duty Death.

The Group Leader shall report directly the Planning Manager.

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

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

The responsibilities of the Group include:

1. The coordination and/or presentation concerning all media contacts
 - a. Interviews
 - b. News conferences
 - c. Written news releases
 - d. Social Media Announcements

2. Notification of the death and pertinent information to, but not limited to:
 - a. Wyoming Fire Marshal
 - b. Wyoming Federated Fire Fighters
 - c. Wyoming Fire Departments
 - d. United States President
 - e. Governor
 - f. Senators - State and Federal
 - g. Representatives - State and Federal

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Wyoming L.A.S.T. Team
Public Information Group
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3. Rapid notification to important State and Federal politicians is very important if you desire their participation. They need as much lead time as possible to adjust their schedules.
4. Establish information telephone numbers for:
 - a. Recorded information
 - b. Live contact person
5. Develop a complete biography of individual(s) and recent pictures to be used:
 - a. For press
 - b. Ceremonies (colloque, portraits)
6. Preparation of a press kit that will include:
 - a. Bio(s)
 - b. Pictures
 - c. Service information
 - d. Maps
7. Organization of all media coverage at any/all service(s)
 - a. Consider the use of pool coverage
 - 1) Notify the Radio Television and News Association (1-818-986-8168)
 - 2) Notification needs to be done ASAP
 - b. Manage media viewing area at service and burial. They should not be in a position that would detract from any service in any way.
 - c. Work with the media, not against them. Good coverage will help in the tribute to our fallen comrade.
8. Preparation of printed service programs for:
 - a. Viewing
 - b. Memorial
9. Coordinate with FD video section for taping of events.
10. Inform fire departments that they are welcome to attend services and ask them to inform the PIO of the # and type of apparatus they will bring for the procession. Inform Logistics of total # and Type of apparatus coming to procession.
11. Manage VIP arrangements:
 - a. Airport pickup
 - b. Transport
 - c. Lodging

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Public Information Group
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12. Coordinate with Family Liaison if the family would like any of the following:
 - a. Set up and market trust fund(s)
 - b. Charity donation in-lieu of flowers
13. Maintain complete phone logs to avoid duplication.
14. Collect appropriate photos.
15. Have a video segment prepared, if appropriate, for memorial.
 - a. Friends
 - b. Supervisors
 - c. Pre-existing video
16. If additional PIO assistance is necessary assign an assistant/s.
17. Request letters from top political people who are unable to attend. These can be read at the service.
18. Supply printed PIO badges to those personnel who will be working at any event.