

POLICY 1039 FUNERAL AND MEMORIAL SERVICES EXHIBIT 1039A

In a collaborative endeavor between CAL FIRE and CAL FIRE Local 2881, we have come together to bestow utmost honor and reverence upon those who have departed. Our funeral and memorial service planning guide stands as a testament to our shared commitment in providing solace, dignity, and a compassionate farewell, ensuring that the journey's end is met with the respect it deserves.









Contents

Executive Summary	3
Notification of kin	4
Communications	6
nitial Communications	6
Service Communications	7
Service Conference Call	7
Death benefits	7
nitial movement of Family Members	7
Extended purchasing and logistics	8
Organization	8
CS Organizational Chart	9
Service Planning	11
nitial organization and planning	11
Determine the wishes of the Decedent's Family	12
Memorial Products	13
Procession Logistics	16
Service Venue Logistics	16
Service Planning Walkthrough	18
Service	18
Post Incident Action Summary (PIAS)	22
Appendix A - Service Conference Call Script	23
Appendix B – Roles and Responsibilities	26
Appendix C – Resource List	48
Appendix D – Unit or Program Conference Call Agenda	49
Appendix E – Agency Administrator Letter of Expectations	50
Appendix F – Services Planning Team Meeting Agendas	54
Appendix G – Memorial Product Examples	57
Appendix H – Sample Parking Plan	65



Appendix I – Sample Seating Chart	66
Appendix J – Contact Sheets	67
Appendix K – Family Planning Checklist	69
Appendix L – Logistics Checklist	70
Appendix M – Cemetery Logistics Checklist	72
Appendix N – Vehicle Procession Lineup	73
Appendix O – Public Information Officer Checklist	74
Appendix P – Commands	77
Appendix Q – Hand Salutes	80
Appendix R – Sample Service Post Incident Action Summary (PIAS)	81
Appendix S – Social Media Graphics	92

Executive Summary

The Funeral Services Planning Guide (Guide) shall be utilized to assist with the planning of a Funeral or Memorial Service (Service) for an active or retired CAL FIRE employee. The Service should be executed to provide honor and respect. Honoring our fallen requires close coordination between CAL FIRE, CAL FIRE Local 2881 (Local 2881) or appropriate labor group, and the assigned Family Liaison(s). While the information included in this Guide may be helpful to the planning of any Service, it is specifically designed to provide direction and support for those tasked with planning a Type I Service; those involved should refer to Policy 1039 Funerals and Memorial Services to determine which elements are appropriate.

This Guide is intended to ensure:

- Moral and emotional support to the Decedent's Family (Family) members and affected Department personnel.
- Family member requests and needs are addressed in accordance with Departmental policies, procedures, and exhibits.
- Open communications between the Family, the Department, and any additional cooperators.
- Flexibility throughout the process.
- Proper distribution of workload and responsibilities of involved CAL FIRE personnel in the planning of and participation in the Service.

The planning of a Service is deceptively complex, in the event of a Type I Service for a Line of Duty Death (LODD) there may be a need for an Incident Commander (IC) with previous Service planning



experience. Regardless of previous experience, successful execution of a Service must begin with a complete review of Policy 1039 Funeral and Memorial Services and this Guide. The Agency Administrator (AA) of the affected Unit or Program shall be prepared to brief the IC as soon as possible.

Notification of kin

The importance of the Family notification cannot be over-emphasized. This process will set the tone for many difficult days, weeks, months, and years for the Decedent's Family. Sensitivity and compassion are imperative to this process. This process is documented in Policy 1033 Death Benefits.

The individual to be notified will be determined by the Decedent's CAL FIRE-31 Emergency Contact Form. Family notification should be made as quickly as possible to avoid the Family receiving a notification from an outside party. The Duty Chief or Agency Administrator will need to coordinate with the Law Enforcement Agency and Coroner having jurisdiction to determine the authorization for notification.

A notification team will need to be assembled rapidly. The team should be at least two to three individuals in separate vehicles. The team should be comprised of the following:

- CAL FIRE Chief Officer, highest ranking available
- CAL FIRE Local 2881 Officer, highest ranking available
- Firefighter friend of the family, as appropriate

Before the notification team arrives, the most up to date information should be verified, and it should be determined who will speak and what will be said. The notification team should be prepared to stay with the Family for some time until other support (other Family members, Family Liaison, or friends) has arrived.

If the Family resides far enough outside of the area as to make the affected Unit or Program's participation in the notification impractical, the local Unit in the area should be notified to assist in making a timely notification.

The Family notification depends on four basic principles: face to face, timely, in plain language, and with compassion.

Face to face notification

- The Family notification is never to be done over the phone; always in person even if the Family lives out of the area.
- Notification shall be made in uniform or professional business attire. At least one individual shall be in a Department uniform.
- Introduce yourself and ask to come inside; the notification should take place in a private setting.
 If the notification must be made at a work location, speak with a supervisor first and ask for a private room.

Exhibit 1039A Page 4 of 92



Ask the Family to sit down. Ensure that you are providing notification to the right person.

Timely notification

- The notification should be made to the Family as soon as possible.
- Be sure of the Decedent's identity.
- Move quickly to gather critical information. Do not delay notification to the Family due to a lack
 of verified information.

Notification in plain language

- Ensure your message is clear and direct.
- Inform the Family of the death, speaking slowly and carefully. Do not read from a prepared statement. A good example of what to say:
 - "We regret to inform you of your husband's/wife's/partner's death. He/She was killed on an Incident today. Our deepest sympathies and affections are extended to you and your family. We and I especially cannot begin to comprehend the grief and sorrow that you'll experience. We want to let you know that we are here for you. Our sympathy is with you in your time of grieving. Is there anyone that we can contact for you?".
- Provide the Family with accurate, verified information. Never speculate. If you cannot answer a
 question, it is okay to say, "I don't know but I will find an answer".
- Avoid vague expressions such as "John Doe was lost" or "passed away". Example of clear language, "Your husband was killed in a fire" or "Your wife was in a traffic accident, and she was killed".
- Refer to the Decedent by name and not by "the body". Be sure to check the pronunciation of the Decedent's name prior to meeting with the Family.

Notification with compassion

- Your presence and compassion are the most important resources you bring to the Family notification.
- This is a very sad time, do not mask your own grief.
- Never offer false hope.
- Never say the following, "it is God's will", "he/she led a good life", "I understand what you are going through".
- Never add in your own religious beliefs.
- Help the Family make contacts with other Family members and friends.
- Be available to transport the Family for identification or viewing of the Decedent.
- Never simply notify the Family and leave.

Exhibit 1039A Page **5** of **92**



Communications

Initial Communications

Email

Upon notification of the Decedent's passing an email will be drafted to inform the affected Unit/Program and/or the Department of the incident. For any active-duty employee (including non-safety) the email shall be drafted by the Unit Chief/Program Manager and will be submitted through the chain of command to be distributed to the Department by Executive. The Unit Chief or Program Manager may wish to distribute a separate message to the affected Unit or Program after the email from Executive is sent. For the passing of a retiree or an individual with a professional relationship to the Department, the affected Unit Chief or Program Manager will draft the initial email communication and distribute it within the affected Unit/Program. The initial communication should include:

- The name of the Decedent
- Decedent's rank and last work location (Unit/Program)
- Initial circumstances of the passing (if approved by family/HIPPA), including whether the death occurred on duty or off duty
- Years of service with the Department

*Note – the initial communication should not be delayed if not all information is immediately available.

Example verbiage for the initial communication: "I am deeply saddened to report the passing of DECEDENT NAME. DESCRIBE CIRCUMSTANCES REGARDING DEATH INCLUDING ON/OFF DUTY. DECEDENT NAME was a RANK in the UNIT/PROGRAM and has been with the Department for TIME-OF-SERVICE YEARS. Please join me in keeping DECEDENT NAME and their loved ones in your thoughts.

Social Media and Website

Coordination between the affected Unit/Program and Sacramento Communications Program should occur to produce a standard social media graphic with the shrouded CAL FIRE patch and the Decedent's information and/or photograph. Distribution of the graphic via social media should be approved by the same authority that approves the Service Type. Examples of Social Media graphics have been included in this Guide as Appendix A.

Coordination between the affected Unit/Program and Sacramento Communications Program should occur to ensure the press release (referenced above) is posted to the Department website and the intranet under "Chief's Message". For Type I/II services the name of the employee should be added to the "CAL FIRE Fallen Firefighters" factsheet on the internet.

Exhibit 1039A Page 6 of 92



Service Communications

Coordination between the affected Unit/Program and Sacramento Communications Program should occur to determine who will be responsible for sending the details of the Service to the Department. Any livestreaming accommodations should be coordinated with Sacramento Communications Program and included in the Service notification e-mail.

Service Conference Call

The Duty Chief will request a Service Conference Call through the Region Duty Chief or Sacramento Duty Chief, as appropriate, for a Type I, Type II, or Type III Service. The Region or Sacramento Duty Chief will coordinate and lead the Service Conference Call. The Unit Duty Chief will lead the Service Conference Call for a Type IV Service.

The Agency Administrator and Incident Commander should be prepared to request and/or provide the elements identified on the Service Conference Call Script. (Review CAL FIRE-1039-5 form and/or Appendix A).

Death benefits

In the event of a Line of Duty (LODD) or On Duty Death, the Unit or Program Administrative Officer will coordinate death benefit activities with the Region Workers Compensation Coordinator and Local 2881 Family Liaison (Bargaining Unit 8 members) in accordance with CAL FIRE Policy 1033 Death Benefits.

Initial movement of Family Members

The Department may pay for the travel and lodging support of the employee's Family Members, as defined in Procedure 1039-6 Fiscal Responsibility and Payment Mechanisms, in accordance with the Decedent's Bargaining Unit contract, or at the discretion of the Director. Any other relatives or friends are not supported. All costs resulting from the approved logistical support of the Services Planning Team and the Decedent's Family Members shall not be coded to the Emergency Fund unless approved by the Director. All support must be managed within allowable State business rules.

Travel

Air flight and rental cars are direct charges and should never be paid for with a P-Card. These charges are always to be paid utilizing the DGS Travel Store Program with authorization from the Assistant Deputy Director of Fiscal Services. Refer to Procedure 1039-6 Fiscal Responsibility and Payment Mechanisms for details.

Exhibit 1039A Page **7** of **92**



- When travel is arranged for the Decedent's Family Members through the DGS Travel Store system use a Department VIP approach, i.e., they are Department VIP guests for tracking and travel profile purposes.
- Service Planning Team Members traveling should rent black SUV's that can also be utilized for family movement and any planned processions.

Lodging

All initial lodging costs for the Decedent's Family Members and Service Planning Team Members must follow established state travel rules and utilize the CalATERS Global Travel Expense Claim (TEC) process. An alternative to the TEC process is supporting the lodging costs with a one-time CAL FIRE-93 Service Order and utilizing a Revolving Fund check as the payment mechanism. For a Type 1 Funeral where a wildland fire incident is ongoing and where the Emergency Fund has been authorized, Incident Purchasing lodging protocols may be followed.

A Unit/Program Travel Advance Check may be issued to the individual responsible for processing TEC reimbursement eligible expenses. Refer to Procedure 1039-6 Fiscal Responsibility and Payment Mechanisms for details.

Extended purchasing and logistics

Lodging

Should the need for extended lodging arise, the BSO Contracts Branch Chief must be contacted as soon as possible for expedited assistance. A standard contract (STD 213) will be developed.

The Services Planning Team Purchaser should monitor and collect the daily lodging sign-in roster (AO-341L) for all Family Members under Department lodging, similar to incident travel hotel sign-ins.

• A Family Liaison can help in this regard since he or she is already making daily contact with the Family.

The Finance Section Chief and Purchaser are responsible to ensure all financial copies are properly packaged to the respective Unit or Program Administrative Officer for archive records and subsequent review.

Organization

The Agency Administrator or designee, along with the Incident Commander, will need to determine the size of organization that will be needed to plan the Service. This process begins with the Service Conference Call and confirming the Service Type. Once the Service Type is confirmed, the Incident Commander can fill the positions needed on the ICS organizational chart.

Exhibit 1039A Page 8 of 92



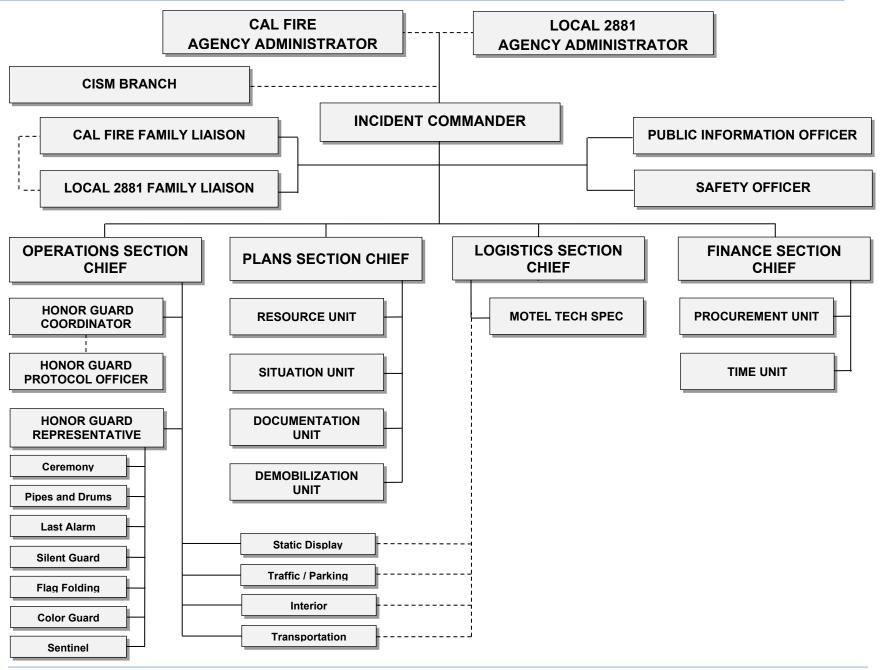
ICS Organizational Chart.

The most essential positions beyond that of Agency Administrator and Incident Commander are the Family Liaisons. For a less complex Service one individual may fill more than one of those positions or may complete functions assigned to multiple positions, if the Department and the Labor Group are each represented adequately. For a more complex Service, specifically for a Type I Service, a complete Service Planning Team, will be needed.

A listing of roles and responsibilities is included in this guide as Appendix B.

Exhibit 1039A Page **9** of **92**







Service Planning

This Guide is intended to provide the Incident Commander with a comprehensive overview of best practices, actions needed, and steps to be taken in the event of a Service. Proper planning and communication are essential to a smooth event and the Service Planning Guide is designed to facilitate both. For those without previous Service Planning experience, it is recommended that a video of a previous Service be reviewed.

A list of resources that may be able to assist with or provide funding for components of the Service has been included in this Guide as Appendix C.

Initial organization and planning

All functions associated with the Service should be tracked using a single incident number. Best practice would be to cover all functions with banks of request numbers separated by increments of 1000 that could be used for each individual function. (i.e. Planning Team O-1 thru O-999, Honor Guard O-1000 thru O-1999)

- Identify Reporting Structure and Service Location
- Place IROC orders for critical overhead needs (Command and General Staff)
- Identify CAL FIRE Family Liaison
- Identify Local 2881 Family Liaison

Affected Unit or Program Conference Call

It is recommended to host a conference call with the affected Unit or Program personnel as soon as possible after the Decedent's passing and to continue the practice until the date of the Service, or as needed. Clear and consistent communication with the affected Unit or Program daily, or as new information becomes available, will ensure personnel receive accurate and timely information, will reduce misinformation, and will ensure all personnel are included in the process.

An outline for the Unit/Program Conference Call is included in this Guide as Appendix D.

Services Planning Team In-Brief

The Agency Administrator shall schedule a date and time to provide a briefing to the Incident Commander and the Services Planning Team. At the initial briefing the Agency Administrator may deliver a written letter of expectations to the Incident Commander. A sample letter of expectations is included in this Guide as Appendix E.

Once briefed by the Agency Administrator, the Services Planning Team should hold regular meetings. Sample meeting agendas, including meetings for Command and General, Planning, and Operations, are included in this Guide as Appendix F.

Memorialize Records and Accounts

The Agency Administrator shall work to memorialize all the Decedent's official Department records, including but not limited to:

Official Personnel File

Exhibit 1039A Page **11** of **92**



Training Records

Additionally, the Agency Administrator should ensure that the Decedent's name is removed/deactivated from Department Accounts and Reports, including but not limited to:

- State Email
- Late CFIRS Reports
- Late Vector Solutions Reports
- Fire Report List

Additional information and items to consider are provided in Policy 1033 Death Benefits.

Determine the wishes of the Decedent's Family

The Incident Commander and the Family Liaisons should work together to meet with the Family and determine their wishes regarding the Department's level of involvement in the planning of the Service. The Family Liaisons shall assist the Family in:

- Determining the naming convention for the Service:
 - Funeral Service
 - Memorial Service
 - o Celebration of Life
- Writing an obituary
- Determining the type of Service
 - Casket
 - o Cremation
- Determining the religious denomination of the Service
- Developing multi-media productions for the Service
 - Selecting images and music
- Identifying the wishes of the Family regarding the live streaming, video graphing, or photographing of the Service

A Family Planning Checklist has been included in this Guide as Appendix K.

Identifying the location of the Service

Identifying the location of the Service greatly impacts every other aspect of planning.

- Utilizing a venue that has previous experience with public safety funeral services will aid with the planning process
- Utilizing a venue that can support high quality video, sound, and/or live stream needs is preferred

When selecting a venue, it is important to consider:

The Type of Service being held

Exhibit 1039A Page **12** of **92**



- The venue's capacity for seating, parking, and display space
- The availability and cost of the venue
- The denomination of the Service
- The location of the venue in relation to the burial site, if burial is desired

Memorial Products

The Services Planning Team Public Information Officer (PIO) will coordinate with the Family Liaisons to develop multi-media productions in accordance with the Family's wishes. The Department is not authorized to expend funds on any memorial products. The only exception to this would be the use of the Department Communications Program for graphic design, photography, videography, and live stream technology.

Examples of multi-media productions have been included in this Guide as a part of Appendix G.

Service Program

The Family Liaisons will work closely with the Decedent's Family to select the contents of the Service Program. The Public Information Officer is responsible for selecting the vendor and determining the timeline for production. Components to consider for the Service Program include:

- Order of Service
 - The names of any speakers or presenters
- Images of the Decedent selected by the Family
- The Firefighters Prayer

Service Programs are to be placed on every seat assigned to a VIP. Service Programs will be distributed at the venue entrance.

An example of the Service Program is included in this Guide as a part of Appendix G.

Share a Memory Insert

The Family may wish to distribute a "Share a Memory" Insert in the Service Program. This is done to allow the Family to collect stories about their loved one from friends and colleagues. Often this is done in the event the Decedent is a parent to a young child.

The Family Liaisons and the PIO will need to coordinate on how the "Share a Memory" inserts will be collected and delivered to the Family. Consider placing a container outside of the Service venue to collect these as guests leave the Service.

Examples of the Share a Memory Insert have been included in this Guide as a part of Appendix G.

VIP Seating Name Tents

A seating plan should be developed as a part of the Service planning process. Assigned seats for VIP guests, marked with VIP Seating Name Tents, will reduce confusion at the venue. It is recommended that VIP Seating Name Tents be simple in design to not distract from the other printed materials or the Service itself.

 VIP Seating Name Tents can be printed utilizing Avery Large Embossed Tent Cards (Avery 5309) and the Microsoft Word Avery 5309 Template.

VIP Seating Name Tents are to be placed on each reserved seat, in front of the Service Program.

Exhibit 1039A Page **13** of **92**



Examples of the VIP Seating Name Tents have been included in this Guide as a part of Appendix G.

Memorial Banners

If the venue can accommodate, the hanging of Memorial Banners offers an additional option for personalizing the Service.

Examples of the Memorial Banners have been included in this Guide as a part of Appendix G.

Background Image

The Family Liaisons will work with the Family to choose an image that will be electronically displayed as guests enter the venue and as a background during the Service. Consider the A/V capabilities of the Service venue during this process.

Examples of the Background Image have been included in this Guide as a part of Appendix G.

Memorial Decal

If the Family wishes, the Family Liaisons will work with the Family to design a Memorial Decal in accordance with CAL FIRE Policy. The Memorial Decal can be provided to the Family, friends, and colleagues in remembrance of the Decedent.

Examples of the Memorial Decal have been included in this Guide as a part of Appendix G.

Memorial Wristband

If the Family wishes, the Family Liaisons will work with the Family to design a Memorial Wristband. The Memorial Wristband can be provided to the Family, friends, and colleagues in remembrance of the Decedent.

Examples of the Memorial Wristband have been included in this Guide as a part of Appendix G.

Lapel Pin

If the Family wishes, the Family Liaison will work to secure lapel pin provided to the family for the day of the service.

Example of the Lapel Pin has been included in this Guide as a part of Appendix G.

Video Production

The Public Information Officer will need to coordinate closely with the venue's production team to determine their audio/video capabilities and deadlines. If the selected venue does not have video production capabilities, the Department Communications Program may assist in developing a video for the Service, if desired. It should be noted that the video production often takes several days to complete. The video should be tested at the venue prior to the day of the Service. The Public Information Officer will need to provide a point of contact for the venue to the Department's Communication Video Production Team to determine onsite capabilities and technology.

A copy of the video should be provided to the Public Information Officer for delivery to the Family.

Exhibit 1039A Page **14** of **92**



Photography

The Department Communications Program and the Honor Guard will provide photographers based upon availability. Photographers will need to attend the final Service planning walk-through to understand the elements of the Service and the appropriate locations from which to photograph.

Copies of all images should be provided to the Public Information Officer for delivery to the Family.

Music Production

Determine if the selected venue provides live music.

Photo Book

Photos can be collected at the Unit or Program level and assembled into a Photo Book for delivery to the Family.

Live Streaming Video

The Department Communications Program has livestream technology. This allows those who are not able to attend the Service the ability to participate remotely. The link is sent out through Departmental email. Pending approval of the Decedent's Family the link may also be placed on the Department's social media site for the public to view.

Last Call

On the day of interment, the local Emergency Command Center (ECC) broadcasts the Last Call. A sample script for the Last Call is below:

"All stations stand by for a special announcement, all stations this is a final call for RANK/TITLE DECEDENT'S NAME, we honor HIM/HER and HIS/HER years of service to CAL FIRE and the UNIT/PROGRAM. Thank you for your service and dedication, you will be missed but not forgotten, HIS/HER task complete, HIS/HER duty well done, HIS/HER final call, HE/SHE is going home...ECC clear."

A recorded copy should be made available as a backup for use during the Service and provided to the venue production staff.

Exhibit 1039A Page **15** of **92**



Procession Logistics

Wreath and bunting of equipment

The fire apparatus upon which the deceased employee was assigned should be the only fire apparatus to bear a black wreath and bunting. The wreath should be attached to the front of the apparatus. The bunting should wrap around the fire apparatus. The wreath and bunting are reserved for Type I, Type II, and Type III Services only.

For shrouding of the CAL FIRE Logo on the door of the apparatus, use electrical tape. All fire apparatus attending the Service can shroud the logo on the door.









Service Venue Logistics

Venue Seating

Develop and distribute a seating chart for the Service venue. Reserved seats will be identified with a VIP Seating Name Tent and general seating location can be communicated to participants via email in advance of the Service. A sample seating plan has been included in this Guide as Appendix I.

- Anticipate for the attendance of additional immediate family members beyond the list originally
 provided by the Family. It is recommended to leave a row behind the immediate family available for
 other family members that were not originally accounted for.
- Provide priority seating for personnel from the affected Unit or Program.
- Identify the seating locations for those individuals that will be participating in the Service including speakers, gift presenters, etc.

Exhibit 1039A Page **16** of **92**



Service Programs and VIP Seating Name Tents will be placed at each reserved seat. Packages of facial tissue should be placed intermittently in each row of the venue.

Space Considerations

Family Staging Area – Consider identifying a private area where the Family may gather prior to the Service. This area should include light refreshments and, if possible, direct access to a restroom.

Honor Guard Staging Area – Consider identifying a private area where the Honor Guard may place their equipment and prepare for the Service.

Gift Table – Consider identifying placement of a Gift Table with black tablecloth near the entrance of the Service venue for cards and other condolences. Consider placing the Share a Memory insert collection point here. Ensure a tablecloth of the proper size is available.

Service Venue Stage

Display Table – A minimum of two display tables with black tablecloths should be available for placement on stage.

Table One: Flower arrangements or other small items will be displayed on this table, typically in front of the podium (optional).

Table Two: All gifts being given to the Family will be displayed on this table, typically this table will be placed on stage right.

Item: American Flag in Shadow Box

Eligible Service Type: Type I or 2 Service Only Responsible: Purchased by the department

Given by: Highest ranking CAL FIRE Chief Officer

Gifted to: Spouse of Deceased or designee

Item: CA Flag in Shadow Box

Eligible Service Type: As appropriate

Responsible: Purchased by the department

Given by: Typically presented by the Unit Chief or deceased employees assigned Chief Officer

Gifted to: Determined by the Family

Item: Structure Helmet

Eligible Service Type: As appropriate Responsible: Unit Service Center Given by: Determined by the Family Gifted to: Determined by the Family

Item: Wildland Helmet

Eligible Service Type: As appropriate Responsible: Unit Service Center Given by: Determined by the Family Gifted to: Determined by the Family

Item: Local 2881 Sculpture - Eternal Flame

Exhibit 1039A Page **17** of **92**



Eligible Service Type: As appropriate

Responsible: Local 2881

Given by: Local 2881 President or designee

Gifted to: Determined by the Family

Note: The Local 2881 Communications Office must be notified ASAP to order

Item: International Association of Fire Fighters (IAFF) Line of Duty Death (LODD) Medal

Eligible Service Type: Type I.I Service Only

Responsible: Local 2881

Given by: Highest IAFF or Local 2881 Official in attendance or designee

Gifted to: Determined by the Family

PPE Displays – Plan for a minimum of two PPE display stands for safety gear. The Honor Guard trailers are each equipped with two PPE displays.

Display Stands – Plan for stands to hold pictures and flowers (consult with the Family on desired flower colors and style).

Review image in Appendix G for Service Venue Stage example.

Service Planning Walkthrough

At least one Service Planning Walkthrough should be completed at the venue:

- Test communication frequencies at the Service venue
- Honor Guard will perform dress rehearsal for their aspects of the Service
- All video/audio/and multi-media aspects of the venue should be tested
- · Areas for the staging of photographers should be identified

Service

Viewing

Generally, the viewing occurs the day prior to the Service. It usually is a time for individuals to pay their respects to the Decedent. Determine if the viewing is open to the public or for Family only. In alignment with the Family's wishes the Department, in coordination with Local 2881, may offer:

- The Decedent's fire apparatus on display
- Chaplin/Clergy/Officiate
 - The Department is not able to provide any funding for Chaplin services
- Pre-posting of colors
 - The Honor Guard will post the colors prior to the start of the viewing
- Two Sentinel Guards next to the casket, for a Type I Service only
 - o For all other Service Types Silent Guards will be used for the day of the Service only

Exhibit 1039A Page 18 of 92



Vehicle Procession - Service

The vehicle procession is generally from the mortuary to the Service and shall be limited to the following vehicles:

- Law enforcement escort
- Hearse or equipment bearing casket
- Family vehicles with Family Members as identified in Policy 1039 Funerals and Memorial Services
- Honorary Pallbearers
- Designated staff vehicles, such as Director, Deputy Director, Region Chief, Unit Chief, or Program Manager
- Family escort vehicle
- Local 2881 Honor Guard Pallbearer's vehicle
- Marked vehicles to bring up the end of the procession

Note: This is a standard order for most Services and can be flexible to meet the needs of the Family, Department, or Honor Guard.

Note: Each emergency vehicle taking part should display headlights and red warning lights. Sirens or other audible warning devices shall not be used. This procession order is the standard for most Services but can be flexible.

Identify and map the procession route from the mortuary to the Service venue. This item should be included in the Service Incident Action Plan.

Communicate road closures and assistance needs for the procession with local Law Enforcement

Develop and distribute a parking plan for the Service venue including the location of staged apparatus. A sample parking plan has been included in this Guide as Appendix H.

- Apparatus on display should arrive several hours prior to the start of the Service.
- Numerous parking attendants may be needed to meet the large numbers of guests expected.
- Develop and distribute arrival instructions to ensure apparatus can stage at designated locations.
 - Arrival instructions should include time of arrival, streets to use, and direction of travel
 - Develop signage to direct guests and apparatus to the appropriate parking locations

Walking Procession

- Service Motorcycle Escort
- Color guard
- Pipes and Drums
- Hearse or engine bearing casket
- Pallbearers
- Family vehicles
- Honorary Pallbearers vehicle

Exhibit 1039A Page **19** of **92**



Designated staff vehicles such as Director, Deputy Director, Region Chief, or Unit Chief's vehicles

Order of Service

- Fire personnel, family, and friends arrive
- Fire personnel put in formation (Sea of Blue)
- Outside procession begins
- Family taken to staging room
- Family, friends, and fire personnel seated
- Color Guard and Bugler, Pipes and Drums post the colors
- Casket and Family enter venue (Family behind the casket)
- For a Type I Service two Sentinel Guards are next to casket, for all other Service Types use Silent Guards
- Chaplain/Clergy/Officiate begins Service
- Eulogy is delivered
- Music, poems, and readings where appropriate
- Chaplain/Clergy/Officiate invites speakers, if the Family desires

Honor Guard Service

The Honor Guard portion of the Service can be done at the Service venue or gravesite. This is the standard for most Services but can be flexible.

- Firefighter's Prayer
- Last Alarm (reading and bell ringing)
- Riffle Volley
- Taps
- Folding of the flag
- Presentation of gifts
- Pipes and Drums (Amazing Grace)
- Fly over (for Type I Service only)
- Last call

Recession

- Fire personnel dismissed and put in formation (Sea of Blue)
- Color Guard and Pipes and Drums exit venue
- Casket and immediate family exit venue (family behind casket)
- Family and friends exit venue

Exhibit 1039A Page **20** of **92**



- Pallbearers lift casket into hearse or fire apparatus
- Uniformed personnel are dismissed

Vehicle Procession - Internment

The vehicle procession is generally from the Service venue to the interment site and will consist of the following:

- Law enforcement escort
- Hearse or equipment bearing casket
- Family vehicles with Family Members as identified in Policy 1039 Funerals and Memorial Services
- Honorary Pallbearers
- Designated staff vehicles such as Director, Deputy Director, Region Chief, Unit Chief
- Family escort vehicle
- Honor Guard Pallbearers vehicle
- Engines from the Decedent's Unit
- CAL FIRE Engines
- Engines from any other participating Department's
- CAL FIRE and other Department marked vehicles
- Civilian vehicles
- Marked vehicles to bring up the end of the procession

Note: Each emergency vehicle taking part should display headlights and red warning lights. Sirens or other audible warning devices shall not be used. This procession order is the standard for most Services but can be flexible.

Maps from the Service to the interment site should be provided. All fire apparatus should use one common radio frequency, assigned by the IC. Information should include directions and a safety message about obeying speed limits and whether traffic signals will be obeyed depending on the determination by local law enforcement.

Order of Service at Interment Site

- Procession arrives
- Fire personnel put in formation (Sea of Blue)
- Family and friends seated
- Service begins
- Honor Guard posts colors
- Pallbearers remove casket from hearse or fire apparatus
- Chaplain/Clergy/Officiate begins Service
- Prayers and Readings

Exhibit 1039A Page **21** of **92**



- Honor Guard Service may be performed now instead of at the Service venue
- Chaplain/Clergy/Officiate ends the Service
- Uniformed personnel are dismissed

Post Incident Action Summary (PIAS)

A Post Incident Action Summary shall be developed based on the input of all involved in the planning of a Type I/II Funeral or Memorial Service and other service types as needed. The Post Incident Action Summary (CAL FIRE Form 1039-9) process is outlined within procedure 1039-9 and Appendix R within this guide.

Exhibit 1039A Page **22** of **92**



Appendix A - Service Conference Call Script

STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION SERVICE CONFERENCE CALL SCRIPT CAL FIRE-1039-5 (REV. 07/23)	Page 1 of 3							
SERVICE CONFERENCE CALL SCRIPT								
SERVICE CONFERENCE CALL DETAILS								
Conference Call Date and Time:								
Incident Number:								
Name and Rank of Deceased:								
Bargaining Unit (BU)/Membership Confirmation:								
For anticipated Type I /I I or I II) and Type II /II I or II II) Convices	the Service Conference Cell will be led							

For anticipated Type I (I.I or I.II) and Type II (II.I or II.II) Services, the Service Conference Call will be led by the Region or Sacramento Duty Chief, as appropriate. For anticipated Type III and Type IV Services, the most appropriate Duty Chief based on the Decedent's last work location will lead the Service Conference Call. The order of the Service Conference Call shall be:

- 1. Roll Call
- 2. Discussion Points
- 3. Final Comments

ROLL CALL

ATTENDA	NCE	11/11	E III	ΕIV	APPROVAL		NAL
POSITION	/ NAME	TYPE	TYPE	TYP		COMI	MENTS
Director					TYPE I		=
Chief Deputy Director					TYPE II		Roll
State Fire Marshal					<u> </u>		r of
DD - Communications							order
DD - Management Services							
DD - Fiscal Services							reverse
DD - Fire Protection							all re
Sac/Region/Unit Duty Chief							<u>a</u> 0
Deputy Director/Region Chief					TYPE III		s to
Or designee					<u> </u>		Comments
Unit Chief / Program Manager					TYPE IV		I E
Agency Administrator							ပိ
L2881 General Vice President							Final
Other BU Representative							Ш

Exhibit 1039A Page 23 of 92





Page 2 of 3

Type I/II Service Discussion Points

Items to be discussed:

- Type of Service (Type I or Type II)
 - o Type I (I.I or I.II)
 - o Type II (II.I or II.II)
- · Bargaining Unit of Decedent
- · Service Elements requested
- Level of participation
- Fiscal responsibility
- · Resource commitments
- Unit Chief / Program Manager provides Situational Update.
- Unit Chief / Program Manager requests Service Type and identifies Service Elements requested.
 - Identifies date and time of Service
- Confirm Region Chief / Deputy Director supports requested Service Type and Service Elements.
 Provide additional comments if needed.
 - o Identify fiscal responsibility, including use of emergency fund for LODD Type I Service.
- Confirm L2881 Vice President and/or other Bargaining Unit representative supports requested Service Type and Service Elements
- All Deputy Director(s) present provide additional comments.
- Director or Designee approves Type I/Type II Service.

FINAL COMMENTS

The Duty Chief hosting the call will ask participants for final comments in reverse roll call order. Reference the roll call chart.

Confirm review of Service Planning Guide by Incident Commander/Agency Administrator.

Exhibit 1039A Page **24** of **92**





Page 3 of 3

TYPE III/IV SERVICE DISCUSSION POINTS

Items to be discussed:

- Type of Service (Type III or Type IV)
- Bargaining Unit of Decedent
- · Service Elements requested
- · Level of participation
- Fiscal responsibility
- · Resource commitments
- Unit Chief / Program Manager or representative provides Situational Update.
- Unit Chief / Program Manager or representative requests Service Type and identifies Service Elements requested.
 - Identifies date and time of Service
- Confirm L2881 Vice President and/or other Bargaining Unit representative supports requested Service Type and Service Elements.
- Deputy Director/Region Chief or designee approves Type III Service.
- Unit Chief or Program Manager approves Type IV Service.
- For Type III/IV Services, notification of approved service will be emailed to <u>e-team@fire.ca.gov</u> by the conference call host. Information within the email should include:
- Email Subject: Approved Type XX Memorial Service
 - Name of the deceased (include Unit/Program where employee last worked)
 - o Name of family and Union Liaison
 - Date and location of Service
 - Approved Service Type

FINAL COMMENTS

The Duty Chief hosting the call will ask participants for final comments in reverse roll call order. Reference the roll call chart.

Exhibit 1039A Page 25 of 92



Appendix B - Roles and Responsibilities

CAL FIRE Agency Administrator (AA) – appointed by the Deputy Director or Region Chief. The AA will work with the assigned Incident Commander to determine the extent of the Department's involvement. The AA, in coordination with the Local 2881 AA, will determine the fiscal and personnel requirements for the Service based upon the approve Service Typing. In the event of a Type I Service, the workload on the AA will be substantial and the assignment of a Services Planning Team will help ensure the successful planning and execution of the Service. Generally, the AA responsibilities include: Secure a copy of Decedent's CAL FIRE 31 Emergency Contact Sheet

- o Identify CAL FIRE Family Liaison
- Notify the Family of the incident
- Ensure that the region office is notified of the incident in accordance with Policy 1033 Death Benefits
- Coordinate with Local 2881 Agency Administrator as necessary
 - Identify Local 2881 Family Liaison
- Review Policy 1039 Funerals and Memorial Services and this Guide
- Identify Incident Commander
- Participate in the Service Conference Call
 - o Request shrouding of badges and lowering of flags
- Host Unit or Program Conference Call(s)
- Schedule in-brief for Services Planning Team, provide letter of expectations to Incident Commander
- Throughout the Service planning process, keep Director or designee informed of status
- Ensure Decedent's name is removed from non-Service-related Unit or Program communications
- Receive Service Post Incident Action Summary (PIAS)

Local 2881 Agency Administrator (AA) – This position will be appointed by the Union General Vice President or designee. The Local 2881 AA reports directly to the Local 2881 President or designee. The Local 2881 AA will work side by side with the CAL FIRE AA and the Incident Commander. The Local 2881 AA is responsible for approving or seeking approval from Local 2881 President or designee for any Union funds spent in

Exhibit E1039A Page **26** of **92**



support of the Service. All Local 2881 funding shall be approved by the Local 2881 AA. It is the responsibility of the Local 2881 AA to provide a fiscally responsible Service; this could include seeking donations when possible. Generally, Local 2881 AA responsibilities include:

- Determine membership status of decedent
- Receive Service Type, expectations, and spending authority from Local 2881 General Vice President or designee
- Participate in the Services Planning Team Conference Call
- Stay within the Local 2881 Policy based on approved Service Type
- Keep Local 2881 General Vice President or designee informed on the status of the Services Planning process
- Ensure appropriate communications regarding the death and the Service are made to the Local 2881 membership, including retirees
- Collect information for donations received and arrange for letters of appreciation and/or tax-exempt letters
- Pay for all Local 2881 responsibilities
- Approve lodging & meals for Family, as appropriate based on Service Type, coordinate with the CAL FIRE AA
- Appoints the Local 2881 Family Liaison Officer and the Local 2881 Honor Guard Coordinator
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Incident Commander – responsible for the total oversight of the Service and reports to the AA. The Incident Commander will appoint subordinate positions as needed and will ensure the coordination with Local 2881 throughout the process to arrange participation of Local 2881 resources based upon the approved Service Typing. Generally, IC responsibilities include: Review Policy 1039 Funerals and Memorial Services and this Guide:

- Participate in Funeral Conference Call(s)
- Review a video of a previous Service, especially for Incident Commander's that have not previously been involved in a Type I Service
- Coordinate with the assigned Family Liaisons to meet with the Family
- Ensure the needs of the Family are being met
- Coordinate with the clergy / chaplain / officiant when appropriate

Exhibit E1039A Page 27 of 92



- Review and approve the Services Incident Action Plan
- Determine the resource order needs for the Service
- Supervise all sections and ensure the safety and welfare of all personnel
- Provide a fiscally responsible Service
- Provide regular updates to the AA
- Provide the Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Family Liaisons – serve as the link between the Family, the Department, and the Labor Organization and are primarily responsible for all family communications and shall work closely with the Operations Section Chief (OSC). These positions can be extremely taxing and emotional for the individuals that fill them. The Family Liaisons, at the direction of the IC, will establish meetings with the Family to determine and assist with:

- Family wishes for Service
- Identify location of Service
- Coordinate with the PIO and the Family to develop multi-media components of the Service
- Secure photographs of the Decedent, assist the Family in writing the obituary, assist the Family in gathering content for and designing the Service Program
- Family Liaisons should reference the Family Planning Checklist provided in this Guide as Appendix K.

CAL FIRE Family Liaison – serves as the Department's representative to the Family and is appointed by the AA. The CAL FIRE Family Liaison reports directly to the IC and will work side by side with the Local 2881 Family Liaison and the OSC. Generally, CAL FIRE Family Liaison responsibilities include:

- Participate in the Services Planning Team conference call
- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Plan the Service with the Family in coordination with the Local 2881 Family Liaison Officer. Gather information relating to the Family and assignment
- Have a clear understanding of what functions and support will be provided by both the Department and Local 2881
- Be cautious of promises made to the Family, ensure authorization prior to granting approval

Exhibit E1039A Page 28 of 92



- Report lodging needs for the Family to the Agency Administrator and the Logistics Section Chief, coordinate with the Local 2881 Family Liaison
- Report information regarding special requests, events, and movements to the IC and OSC
- Make yourself available for all meetings with Command Staff, Union/Department Representatives, and the Family
- Assist the Family during the decision-making process regarding the Service
- Advise the Family of the parameters and extent of support the Department will be able to offer based on approved Service Type
- Accompany the Family to the Service and provide support as appropriate
- Remain in contact with the Family as appropriate
- Determine the need to maintain periodic contact with the Family while State death benefits are being processed
- Monitor your own welfare and evaluate your involvement and support given to the Family
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Local 2881 Family Liaison – serves as Local 2881's representative to the Family and is appointed by the Local 2881 Agency Administrator. The Local 2881 Family Liaison reports directly to the IC and will work side by side with the CAL FIRE Family Liaison and the OSC. The individual filling this position shall have previously completed the appropriate Local 2881 Training Curriculum. Generally, Local 2881 Family Liaison responsibilities include:

- Participate in the Service Planning Team Conference Call(s)
- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Plan the Service with the Family in coordination with the CAL FIRE Family Liaison Officer
- Have a clear understanding of what functions and support will be provided by both the Department and Local 2881
- Be cautious of promises made to the Family, ensure authorization prior to granting approval
- Report information regarding special requests, events, and movements to the IC and the OSC

Exhibit E1039A Page 29 of 92



- Report lodging and meal needs for the Family to the Local 2881 AA and the Logistics Section Chief, coordinate with the CAL FIRE Family Liaison
- Gather information relating to the Family and assignment
 - Contact information for the Family
- Specific needs of the Family
 - Identify key Union or Department personnel that the Family may need to communicate with
- Make yourself available for all meetings with Command Staff, Union/Department representatives, and Family
- Assist the Family during the decision-making process regarding the Service
 - Advise the Family of the parameters and extent of support that Local 2881 will be able to offer based on approved Service Type
 - Determine appropriateness of establishing GoFundMe account versus use of the Local 2881 Benevolent Fund
- Accompany the Family to the Service and provide support as appropriate
- Remain in contact with the Family as appropriate
- Determine the need to maintain periodic contact with the Family while State death benefits are being processed
- Monitor your own welfare and evaluate your involvement and support given to the Family
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log
- Determine Decedent's eligibility for inclusion on California Fallen Firefighters Memorial, Wildland Fallen Firefighters Memorial, and/or National Fallen Firefighters Memorial

Public Information Officer – appointed by the IC, the PIO is a member of the Command Staff and will work directly with the IC and the Family Liaison Officers to develop multimedia productions, in accordance with the Family's wishes. The PIO will ensure the IC and the Family have final approval for all internal and external media releases. The PIO must determine the level of interest that will be generated by the public and the media, working directly with Sacramento Communications to carry a consistent message and ensure the consistent flow of information. When a Liaison Officer has not been identified, the PIO may need to gather information and progress reports from all agencies involved to present to the IC. Generally, the PIO responsibilities include:

Exhibit E1039A Page **30** of **92**



- Confirming information regarding the circumstances of the incident:
- Draft initial news release regarding the incident and seek approval through the Incident Chain of Command
 - Ensure that Family notification has occurred before any release of information to the public
- Ensure that information being disseminated by the media is accurate and correct any erroneous information
- Establish a PIO or Media Line for the incident and Service, as necessary
- Determine the need for a press conference and continue to address media and public interest
- Participate in the Service Planning Team conference call(s)
- Maintain contact lists for media, Service VIP's, and cooperating agencies
- Coordinate and track the Service participation of cooperating agencies
- Coordinate with the Family Liaisons to collect images, videos, and a short biography of the Decedent
- Determine the level of media participation the Family is willing to commit to
- Ensure the seating chart is completed in cooperation with the Family Liaison Officers and AAs
- Coordinate the Service livestream
- Coordinate all photography for the Service
- Develop a media packet which should contain the Decedent's biography, the Service venue map, livestream information, and direction for media in attendance including parking and restricted areas
- Distribute informational notices to other governmental agencies, other fire departments, and the public
- Provides Incident Action Plan components to the Plans Section
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Safety Officer – reports directly to the IC and works in a support role. The Safety Officer may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Generally, Safety Officer responsibilities include:

Exhibit E1039A Page **31** of **92**



- Prepare a site-specific Safety and Health Plan and publish ICS Form 208 Site Safety Plan Summary as required
- Approve travel routes and identify hazards
- Coordinate with local and Department Law Enforcement to identify security plan, procession plan, and exterior and interior security detail
- Ensure use of backers and spotters for static display and staging of resources
- Resource availability at scene and/or response to new Incidents from scene
- Alter, suspend, evacuate, or terminate activities that may pose imminent safety or health danger to personnel
- Take appropriate action to mitigate or eliminate unsafe conditions, operations, or hazards
- Perform ongoing assessment of safety objectives, controls, and PPE in compliance with OSHA standards
- Responsible for completion of ICS 206 Medical Plan and Incident Within an Incident Plan (active shooter, medical aid), Safety Messages, and 215A Review
- Document both safe and unsafe acts, corrective actions taken on the scene, accidents or injuries, and ways to improve safety on future incidents
- Participate in planning meetings
- Review the Incident Action Plan for safety implications
- Investigate accidents that have occurred within the Incident area
- Continuously evaluate the health and safety of the Service Planning Team
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Operations Section Chief – appointed by the IC, the OSC reports to the IC. The OSC is a member of the Command Staff and will work side by side with the Honor Guard Coordinator. The OSC is responsible for the management of all operations directly applicable to the primary mission, ensuring the overall safety and welfare of all section personnel. The OSC will work closely with both Family Liaison Officers. The OSC activates all CAL FIRE personnel movements of the Service and supervises organization elements in accordance with the Incident Action Plan and directs its execution. Generally, OSC responsibilities include:

Participate in the Services Planning Team conference call(s)

Adhere to Policy 1039 Funeral and Memorial Services based on the approved

Exhibit E1039A Page 32 of 92



Service Type

- Provide a fiscally responsible Service
- Plan the Service with the IC
- Will be responsible for making expedient changes to the Incident Action Plan as necessary
- Provide daily Operations Briefing
 - Brief Service Planning Team on Incident Action Plan
- Ensures the needs of the Family are being met
- Determine the resource order needs for all CAL FIRE positions
- Report information regarding special requests, events, and movements to the IC and both AA
- Coordinate procession line up / procession route
- Provide Incident Action Plan components to the Planning Section
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Plans Section Chief / Deputy Plans Chief – works directly for the IC and isresponsible for the production of the Incident Action Plan. Is receiver of the Post Incident Action Summaries for each section and responsible for compiling the final Post Incident Action Summary (PIAS). Will participate in the daily meetings. Responsible for developing any maps for staging or routes of travel. Generally, Plans Section Chief responsibilities include:

Responsible for generating Incident Action Plan (IAP) for the Service

- Responsible for generating travel map(s) for all aspects of the Service
- Oversee and implement demobilization plan
- Completes draft Service Post Incident Action Summary (PIAS) for Incident Commander to review
- Maintain ICS Form 214 Unit/Activity Log

Logistics Section Chief / Deputy Logistics Chief – reports directly to the IC and works with the OSC to provide logistical support for the Service. Participates in daily meetings. Depending on the scale of the Service the Logistics Section may need a Motel Technical Specialist and/or a Facilities Unit Leader. Refer to the Logistics

Exhibit E1039A Page 33 of 92



Checklist in Appendix L and the Cemetery Logistics Checklist in Appendix M Generally, Logistics Section Chief responsibilities include:

Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type

- Provide logistical support to the Service and to the Honor Guard
- Responsible for identifying a work location for the Service Planning Team and a practice location for the Honor Guard
- Responsible for securing accommodations for the Service Planning Team, the Honor Guard, and the Family as appropriate
- Establish feeding and hydration for the Service Planning Team and the Honor Guard
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Finance Section Chief / Deputy Finance Chief – reports directly to the IC and participates in daily meetings. Responsible for making all purchases and for completing the final package for payment. Generally, Finance Section Chief responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Provide a fiscally responsible Service
- Coordinate the use of Department funds with the Agency Administrator, Incident Commander, and CAL FIRE Family Liaison
- Provide guidance on the usage of Department P-Card
- Assist with the issuance of a Unit Cash Advance Check to assist with Travel Expense Claim (TEC) reimbursement eligible expenses
- Provide final payment package to Unit or Program Administrative Officer
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Critical Incident Stress Management (CISM) Branch – coordinates peer counseling needs of the incident and the affected Unit or Program. The Branch Director will place orders to staff the CISM Branch appropriately. The CISM Branch is not a part of the Command structure but will report all activities to the IC. Depending on the complexity and sensitivity of the incident and the Service, Employee Support Services will be

Exhibit E1039A Page **34** of **92**



incorporated into the CISM Branch to provide additional capabilities in supporting the Family. Generally, CISM Branch responsibilities include:

Participate in the Services Planning Team conference call(s).

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Make contact with the IC to receive Service information
- Provide support for the Family and for affected Unit or Program personnel that are hurting
- Provide support for psychological and emotional needs of people involved in planning the Service and who may have been involved with the incident
- Attend staff briefings and planning meetings as required
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Chaplain – dependent on the wishes of the Family, a Fire Department Chaplain may assist with the support of the Family and the Service. A Fire Department Chaplain may share responsibilities with the clergy of the Family's choice. Consider the use of the California Fire Chaplain Association. Generally, Chaplain responsibilities include:

Contact OSC and the Honor Guard Coordinator to receive information and any specific details associated with assignment.

- Participate in Service Planning Team conference call as needed
- Review notification and reporting
- Establish assignment with times and meeting locations as soon as possible
- The Fire Chaplain services will be available to the Family before, during, and after the Service
- The amount of involvement the Fire Chaplain has will be determined by the Family and responsibilities may be shared with the Family's chaplain or officiate
- Provide comfort and support for the Family
- Provide services at the mortuary home, candlelight services, and final committal
- Follow-up support for the Family
- Departmental or Community Memorial Services
- Provide information to Post Incident Action Summary (PIAS) for Service

Exhibit E1039A Page 35 of 92



Maintain ICS Form 214 Unit/Activity Log

Honor Guard Coordinator – The position will be appointed by the Union General Vice President or designee. The Honor Guard Coordinator reports to the Operations Section Chief (OSC). This position will be held by an Honor Guard Command Staff Member or designee. The Honor Guard Coordinator will be part of the planning process and will work side by side with the OSC. If the OCS is not filled, the Honor Guard Coordinator can perform both rolls. The Honor Guard Coordinator is responsible for the management of all operations directly applicable to the Local 2881 Honor Guard, ensuring the overall safety and welfare of all Honor Guard personnel. The Honor Guard Coordinator will work closely with the Department and Union Family Liaison Officers and be present at all Family Planning Meetings. The Honor Guard Coordinator oversees all Local 2881 personnel movements of the Service and supervises organization elements in accordance with the Incident Action Plan and directs its execution. Generally, Honor Guard Coordinator responsibilities include:

Participate in the Funeral Conference Call.

- Participate in the Service Planning Team conference call(s)
- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Provide a fiscally responsible Service
- Plan the Service with the Family
- Will be responsible for making expedient changes to the Incident Action Plan as necessary
- Brief Service Planning Team on Incident Action Plan
- Ensures the needs of the Family are being met
- Will work hand in hand with the PIO section on the seating plan.
- Determine the resource order needs for Honor Guard/Band Members
- Report information regarding special requests, events, and movements to the IC and both AAs
- Responsible for communicating with CAL FIRE and facilitating accommodations for assigned personnel
- Refer to Local 2881 Training Manual
- Appoints the Honor Guard Protocol Officer
- Appoints the Honor Guard Representative

Exhibit E1039A Page 36 of 92



- Ensures final briefings and uniform inspections are completed on the day of the Service
- Provide Incident Action Plan components to Plans Section
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Honor Guard Representative – appointed by the Honor Guard Coordinator, the Honor Guard Representative coordinates all activities relating to the operation and deployment of the Details. The Honor Guard Representative will be available to act as a key point of contact on Details to the Command Staff. The Honor Guard Representative will also work hand in hand with the Honor Guard Protocol Officer to ensure all key positions of the designated Funeral Type and Family requests are met to the ability of the Department. Shall keep Detail Leaders informed of all locations and times needed for practice and ceremony. Generally, Honor Guard Representative responsibilities include:

Participate in the Services Planning Team conference call.

- Adhere to the Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Contact Command Staff and the Honor Guard Coordinator to receive funeral information and a list of available members
- Determine detail assignment and provide information to the Honor Guard Coordinator
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Coordinate with Honor Guard Protocol Officer
- Coordinate with Chaplain or Officiant
- Must be available for all practices, meetings, and ensure detail needs are met
- Order flag cases, shadow box, and blossom
- Refer to Local 2881 Training Manual
- Determine transportation needs of Detail
- Appoints all Honor Guard Detail Leader positions
- Ensure proper honors are being rendered at the Service
- Provide Incident Action Plan components to Plans Section
- Provide information to Post Incident Action Summary (PIAS) for Service

Exhibit E1039A Page 37 of 92



• Maintain ICS Form 214 Unit/Activity Log

Honor Guard Protocol Officer – This position will be appointed by the Honor Guard Coordinator. This position will be held by an Honor Guard member. The Protocol Officer works in cooperation with the Honor Guard Representative and the OSC. The Protocol Officer is responsible for maintaining Military bearing of all Service elements. Assures that matters of proper etiquette are observed at the funeral/memorial service. Generally, Honor Guard Protocol Officer responsibilities include:

- Participate in the Service Planning Team conference call
- Enforce US Flag Code and Department Flag Policy
- If available, participate in all movements of the Decedent
- Assist Honor Guard Coordinator with rehearsals
- Organize and plan all Processions with OSC
- Ensure proper honors are rendered to the Colors during all movements
- Provide the PIO section with diagrams on position of attention, hand salutes, and badge shrouding
- Provide IAP components to Planning Section
- Ensure proper honors are being rendered at the static display
- Give commands to uniform personnel at appropriate times and ensuring their execution
- Ensure all uniformed personnel are knowledgeable and capable of performing the movements and functions both properly and timely when instructed to do so
- Ensure Detail Leaders are aware of real time ETA's of key persons i.e. hearse, family, caisson vehicle
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Pipes and Drums Detail Leader— appointed by the Honor Guard Representative, this Detail is responsible for the musical presentation for the pipes and drums and ensures the overall safety and welfare of all Band personnel. The Pipes and Drums Detail Leader, when appropriate, will work with other Detail Leaders so that all movements are coinciding with each other. The Pipes and Drums Detail Leader works closely with the

Exhibit E1039A Page 38 of 92



Honor Guard Representative to determine the appropriate band personnel needs and provides the Honor Guard Representative with the list of personnel to be activated in accordance with the Incident Action Plan. Generally, Pipes and Drums Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Contact the Honor Guard Representative to receive information and any specific details associated with assignment and appropriate level of Band commitment
- Coordinate with Honor Guard Representative to choreograph Band's participation in Service
- Brief Band members on Incident Action Plan, assigns Band duties and respond to Family requests
- Makes sure all Band members are tuned and ready to go
- Participate in all practices and meetings
- Perform a final briefing and uniform inspection with your Detail
- Refer to Local 2881 Training Manual
- Determine transportation needs of Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Silent Guard Detail Leader – appointed by the Honor Guard Representative, this Detail provides ceremonial guard duties to the Decedent, generally at the Service. This may consist of a viewing, venue Service, and graveside. If the American Flag is draped, the Decedent will be accompanied by a member of the Department for the entirety of the Service. The Silent Guard Detail Leader, when appropriate, will work with other Detail members so that all movements are coinciding with each other. Generally, Silent Guard Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Contact the Honor Guard Representative to receive information and any specific details associated with assignment
- Establish assignments with times and meeting locations/venues as soon as available
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible

Exhibit E1039A Page 39 of 92



- Ensure that all equipment required will be at the detail (axes, pike poles, etc)
- The Detail Leader is responsible for scheduling the rotation of the Silent Guard
- A seamless transition at the casket shall occur with the Silent Guard and the Casket Detail
- Post and relief will be of a formal nature, in a military manner
- Regarding the viewing, contact will be made with the Family by the Honor Guard Coordinator prior to posting, in order to adhere to the Family's wishes
- As a standard, the guard will be posted prior to beginning of viewing and will have constant watch until the end of the viewing
- There may be times when the Family would like time alone with the Decedent, in this case a formal retiring of the guards will be made for this special request
- In times of question, defer to the Honor Guard Representative and Honor Guard Protocol Officer
- Coordinate with other details as needed regarding equipment placement as not to impede ingress and egress
- Participate in all practices and meetings
- Provide a final briefing and uniform inspection to your Detail
- Refer to Local 2881 Training Manual
- Determine transportation needs of Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Flag Folding Detail Leader – This position will be appointed by the Honor Guard Representative. The Pallbearer/Flag Folding Detail Leader reports to the Honor Guard Representative. The Protocol Officer has oversight of matters pertaining to protocol. This detail consists of no less than six (6) personnel and no more than nine (9), including the Detail Leader. The Pallbearer/Flag Folding Detail Leader when appropriate will work with other detail leaders so that all movements are coinciding with each other. Generally, Flag Folding Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Detail Leader shall follow US Flag Code and Department Flag policy
- Contact the Honor Guard Representative to receive information and any specific details associated with assignment

Exhibit E1039A Page **40** of **92**



- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Coordinate with other Details as needed regarding equipment placement as not to impede ingress and egress
- Ensure all flag cases are ordered by the Honor Guard Representative
- Prepare all presentation flags and cases prior to the Service
- Participate in all practices and meetings
- Assist in other functions as needed
- Perform a final briefing and uniform/equipment inspection with your detail
- Refer to Local 2881 Training Manual
- Determine transportation needs of Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Color Guard Detail Leader – This position will be appointed by the Honor Guard Representative. This position reports to the Honor Guard Representative. The Protocol Officer has oversight of matters pertaining to protocol. The Color Guard Detail Leader when appropriate will work with other detail leaders so that all movements are coinciding with each other. The Color Guard is responsible for performing all functions encompassing the flags and guards. Generally, Color Guard Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Contact the Honor Guard Representative to receive information and any specific details associated with assignment
- Detail Leader shall follow US Flag Code and Department Flag policy
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Ensure that all equipment required will be at the Detail (flags, pedestals, finials, blossom, axes, etc.)
- Coordinate with other Details as needed regarding equipment placement as not to impede ingress and egress
- Prepare/inspect equipment prior to detail
- Participate in all practices and meetings

Exhibit E1039A Page **41** of **92**



- Assist in other functions as needed
- Provide a final briefing and uniform/equipment inspection with the Color Guard Detail
- Refer to Local 2881 Training Manual
- Determine transportation needs of Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Sentinel Duty Detail Leader – appointed by the Honor Guard Coordinator, this Detail is responsible for providing 24-hour visual ceremonial guard duty to the Decedent, from the time of death to the time of interment or cremation. The Sentinel Detail Leader, when appropriate, will work with the Flag Folding Detail so that all movements are coinciding with each other. Generally, Sentinel Duty Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Contact the Honor Guard Representative to receive information and any specific details associated with assignment
- Establish assignments with times and meeting locations/venues as soon as available
- Determine the need for the command trailer for sleeping
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Ensure that all equipment required will be at the detail (axes, pike poles, etc.)
- The Detail Leader is responsible for scheduling the rotation of the Sentinel Duty
- Sentinel Guards may consist of Honor Guard and non-Honor Guard personnel
- Post and relief will be of a formal nature, in a military manner
- There may be times when the Family would like time alone with the Decedent, in this case a formal retiring of the guards will be made for this special request
- In times of question, defer to the Honor Guard Representative and Honor Guard Protocol Officer
- Participate in all practices and meetings
- Refer to Local 2881 Training Manual
- Determine transportation needs of Detail

Exhibit E1039A Page **42** of **92**



- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Bell Ceremony Detail Leader – This position will be appointed by the Honor Guard Representative. The Bell Ceremony Detail Leader reports to the Honor Guard Representative. The Protocol Officer has oversight of matters pertaining to protocol. This Detail consists of no less than two (2) personnel and no more than four (4), including the Detail Leader. The Bell Ceremony Detail Leader when appropriate will work with other Detail Leaders so that all movements are coinciding with each other. Generally, Bell Ceremony Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Establish assignments with times and meeting locations/venues as soon as available
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Ensure that all equipment required will be at the Detail and has been inspected (Last Alarm Reading, Bell, and Axes, etc.)
- Contact the Honor Guard Coordinator as to the correct spelling and pronunciation of the Decedent
- Participate in all practices and meetings that pertain to the Detail's movements
- Determine transportation needs of Detail
- Perform a final briefing and uniform inspection with your Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Riffle Volley Detail Leader – This position is appointed by the Honor Guard Representative. The Riffle volley Detail Leader reports to the Honor Guard Representative. This position will be filled by an Honor Guard Member that has been trained on handling ceremonial weapons under the Local 2881 Honor Guard Policy. For ceremonial firing, the Riffle volley Detail consists of not more than eight (8) members and no less than four (4) including Fire Party Detail Leader. The Protocol Officer has oversight of matters pertaining to protocol. The Riffle volley Detail Leader when appropriate will work with other Detail Leaders so that all movements are coinciding with each other. Generally, Riffle volley Detail Leader responsibilities include:

Exhibit E1039A Page 43 of 92



- Adhere to the Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Establish assignments with times and meeting locations/venues as soon as available
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- All Riffle volley Detail members shall be trained in the utilization of ceremonial weapons
- All Law Enforcement Officer (LEO) Riffle volley members shall follow the 9400 Policy Manual
- Ensure all weapons are secured after all practices
- Ensure that all equipment required will be at the Detail
- Participate in all practices and meetings that pertain to the Riffle volley Detail's movements
- Determine transportation needs of Riffle volley Detail
- Perform a final briefing and uniform inspection with your Riffle volley Detail
- Gather spent casings and give them to the Flag Folding Detail Leader
- Ensure weapons are unloaded, cleared, and put on safety as soon as possible after completing the Service
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Bugler Detail Leader – This position will be appointed by the Honor Guard Representative. The Bugler reports to Honor Guard Representative. The Bugler may perform at other functions such as flag raising and lowering ceremonies. Reveille will be used to raise the flag. "To the Color" is played in place of the National Anthem when respect is being paid to the National Colors or Nation. Retreat will be played at the end of the official day/shift. The Bugler, when appropriate will work with other Detail Leaders so that all movements are coinciding with each other. Generally, Bugler Detail Leader responsibilities include:

 Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type

Exhibit E1039A Page **44** of **92**



- Establish assignments with times and meeting locations/venues as soon as available
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Posting will be in a military manner
- Taps will be played prior to the folding of the flag
- Buglers should follow the guidance provided in "Taps Performance Guidelines" by Jari Villanueva
- Ensure that all equipment required will be at the Detail
- A seamless transition from the presenting of the Nation's Flag to the playing of Taps shall occur with the Bugler and the Flag Folding Team
- Post and relief will be of a formal, military manner
- In times of question defer to the Honor Guard Representative and Protocol Officer
- Ensure that all equipment required will be at the Detail
- Coordinate with other Details as needed regarding equipment placement as not to impede ingress and egress
- Participate in all practices and meetings that pertain to the Detail's movements
- Determine transportation needs of Detail
- Provide a final briefing and uniform inspection for your Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Family Escort Detail Leader – This position will be appointed by the Honor Guard Representative. This position reports to the Honor Guard Representative. There may be more than one Family Escort assigned to a detail. If there are multiple Family Escorts assigned, the Honor Guard Representative will assign the Detail Leader. This position will perform support functions for the Family and their loved ones. Generally, Family Escort Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Establish assignments with times and meeting locations/venues as soon as available

Exhibit E1039A Page **45** of **92**



- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Participate in meetings to obtain all information needed to answer questions the Family may have
- Be cautious of promises made to the Family. Receive authorization prior to granting approval; refer to the OSC and both Family Liaison Officers.
- Determine how logistical needs will be met and their locations (Kleenex, water, umbrellas, etc.)
- Ensure the Family Escort is included in the Family transportation plan
- Determine how the Detail will return to personal vehicles if that function is needed
- Participate in all practices and meetings that pertain to the Detail's movements
- Perform a final briefing and uniform inspection with your Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Usher Detail Leader – This position will be appointed by the Honor Guard Representative. The Usher Detail Leader reports to the Honor Guard Representative. The Usher is responsible for implementing the seating plan set forth by the PIO. The Usher Detail Leader must be able to work with other departments and non-Honor Guard personnel. Generally, Usher Detail Leader responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Establish assignments with times and meeting locations/venues as soon as available
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Participate in meetings to obtain all information needed to answer questions the Family may have for the seating plan
- Help the PIO on the seating plan
- Determine transportation needs of the Detail
- Perform a final briefing and uniform inspection with your Detail
- Ensure seating plan is executed
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Exhibit E1039A Page **46** of **92**



Blossom of Heroes Detail Leader – This position will be appointed by the Honor Guard Coordinator. The Blossom of Heroes Detail reports to the Honor Guard Coordinator. The Blossom of Heroes shall only be used on a Type I Service and will only be presented to a spouse or next of kin. This is a 2-person detail at minimum. The Blossom of Heroes Detail, when appropriate will work with other Detail Leaders so that all movements are coinciding with each other. Generally, Blossom of Heroes Detail responsibilities include:

- Adhere to Policy 1039 Funeral and Memorial Services based on the approved Service Type
- Establish assignments with times and meeting locations/venues as soon as available
- Establish contact with assigned members, relay incident information and position assignments with times and meeting locations as soon as possible
- Secure dimensions of blossom ribbon and proper spelling of Decedent's name
- Ensure blossom is ordered by the Honor Guard Representative
- Determine how the movements will take place
- Confirm with the Honor Guard Representative who will receive the blossom
- Prepare and rehearse any statement that may be read during the presentation
- Determine transportation needs of the Detail
- Perform final briefing and uniform inspection with your Detail
- Provide information to Post Incident Action Summary (PIAS) for Service
- Maintain ICS Form 214 Unit/Activity Log

Exhibit E1039A Page 47 of 92



Appendix C - Resource List

- 1. Police and Fire: The Fallen Heroes pays tribute to both police and fire service personnel who die in the performance of their duties in California, providing support programs to the effected agencies and families in need.

 www.thefallenheroes.org
- 2. National Fallen Firefighters Foundation Firefighter LODD SOPS & Resources https://www.firehero.org/resources/department-resources/sops
- 3. The Dignity Memorial Public Servants Program offers dignified and honorable tributes, at no cost, for career and volunteer law enforcement officers, firefighters, and emergency services personnel who fall in the line of duty. The program also provides for extended counseling services to help family members deal with the sudden loss of a loved one. https://www.dignitymemorial.com/about-dignity-memorial/supporting-our-communities
- 4. Wristband Express manufacturer's Memorial Wristbands. <u>www.wristbandexpress.com</u>
- Firefighters Print and Design is a full-service union printshop owned and operated by the California Professional Firefighters. https://www.ffprint.org

Exhibit E1039A Page 48 of 92



Appendix D - Unit or Program Conference Call Agenda

CAL DEPARTME UNIT OR	CALIFORNIA, NATURAL RESOURCES AGENCY ENT OF FORESTRY AND FIRE PROTECTION I PROGRAM CONFERENCE CALL AGENDA 1039-10 (REV. 10/22)	A	Page 1 of 1
	UNIT OR PROGRAM CON	FERENCE CA	LL AGENDA
Date:			
Conference Ca	all Number:		
Access Code:		Host Code:	
	PLEASE MUTE YOUR PHONE	S IF YOU ARE	NOT SPEAKING
ROLL CALL			
 Any VIP's 	's expected to participate		
 Any parti 	icipants with a speaking role		
 L2881 Re 	epresentative		
 Employe 	ee Support Services Representative		
SPEAKING PO			
	ne Unit or Program personnel for their		_
o "T	appropriate communications with the The Family is very upport for them during this difficult time	thankful and ap	
	the expectation for communication and		with which Conference Calls will
 Identify a Deceden 	any events or activities occurring in the nt	e next 24 hours	in relationship to the Service or the
 Distribute 	e appropriate information on the circu	mstance of emp	oloyee death
	all staff to refer media inquiries to the		social media policy
	approved Funeral or Memorial Service	• •	
	date, time, and location of Service and		
	resource participation and in-service a		dance
	any essential logistics or elements of	the Service	
	time for Local 2881 AA to speak	no for Foreits //	Coffred Marca Banavalant Fred 1
	lentify mechanism for financial donation	•	sorundivie vs. Benevolent Fund)
 Provide t 	time for Employee Support Services to	o speak	

Exhibit E1039A Page **49** of **92**



Appendix E - Agency Administrator Letter of Expectations

DATE: DATE

SUBJECT: Letter of Expectations for the FAMILY Service, INCIDENT NUMBER

TO: NAME, Incident Commander, hereby assigned as the Incident

Commander for the FAMILY Service in the CAL FIRE UNIT/PROGRAM NAME.

I, UNIT/PROGRAM CHIEF or DESIGNEE, Agency Administrator for CAL FIRE UNIT expect you to take command of the Incident hereafter known as the FAMILY Service no later than DATE and TIME.

I expect you and your Team to provide command, leadership, and management of the FAMILY Service within the CAL FIRE UNIT/PROGRAM. You have full authority and responsibility for the planning and execution of the FAMILY Service operations within the framework of, current policies and broad direction provided in both your oral and written briefing materials. You are accountable to me. A formal evaluation may be followed up within 30 days of you and your Team's departure, once the Unit has had an opportunity to review accountability, financial matters, and other items which require time to evaluate.

I have assigned TITLE and NAME as the CAL FIRE UNIT/PROGRAM Line Officer.

You are expected to do a complete, efficient, and effective job providing for the wishes of the decedent's family for the Service while adhering to current policies and procedures. The safety of all personnel assigned, and the public will remain a concern of mine throughout duration of this assignment. I expect access to you, the Incident Commander, as needed.

You are expected to provide clear leader's intent at all levels of your organization, use your experience and judgment, and make timely and prudent decisions as to the best course of action. You are expected to maximize opportunities for success through mindful decision making and heightened situational awareness to minimize impacts to the family, our employees, cooperating agencies and the public.

You are expected to follow the policies and procedures of CAL FIRE Handbook Section 1039 Funeral and Memorial Services. You and your Team will be expected to utilize the CAL FIRE Service Planning Guide for guidance and suggestions on carrying out the wishes of the decedent's family. It is my expectation that you work closely with the assigned UNIT/PROGRAM Family Liaison as you develop the Service elements.

Document any needed additions/changes to CAL FIRE Service Planning Guide that you identify in preparation for and implementation of the Service.

Exhibit E1039A Page **50** of **92**



SAFETY AND COMMUNICATIONS

Safety and internal/external communications will be the number one consideration in determining strategies and tactics to support and assist with the Service. The prolonged exposure and fatigue of the resources assigned to the Service should be considered when determining your resource ordering and allocations.

The UNIT/PROGRAM Line Officer is available to provide local information if needed. I expect the UNIT/PROGRAM Line Officer to be updated daily on the Service progress and on any challenges or concerns. Promptly notify me should any significant accident(s) or incident(s) occur.

As the Incident Commander, please take the appropriate actions to ensure that everyone involved in supporting and assisting the FAMILY Service knows and follows all safety precautions. Safety always comes first.

COVID: With the current pandemic, UNIT/PROGRAM has developed a comprehensive document with information regard Unit and Department procedures. It will be the Team's responsibility to engage the Local LEMSA though the UNIT/PROGRAM Line Officer and coordinate with the County(s) Medical Director(s) on their expectations regarding safety measure for the FAMILY Service while ensuring CAL FIRE policies and procedures are followed. UNIT/PROGRAM has established a relationship with the County's Medical Director(s). It will be important for your assigned Safety Officer to work with the UNIT/PROGRAM Line Officer to continue to foster this (these) relationship.

Should assigned personnel display symptoms of COVID, the Team will need to take the necessary measures to mitigate by working with the affected personnel, their home Unit/Program, Region and the local County's Medical Director(s).

COST ACCOUNTABILITY

Fiscal integrity is a high priority for planning and implementation of this Service. It is the goal of CAL FIRE UNIT/PROGRAM to manage the Service in the most cost-effective manner possible. You shall not obligate funds of the Department or another beyond those identified and approved during the FAMILY Service Conference Call based on the Type of Service authorized.

A Finance Section Chief should be assigned to your Team who can clarify CAL FIRE policy. It is expected that you will provide the UNIT/PROGRAM Line Officer with daily costs by 10:00 a.m. each morning or as agreed upon.

Exhibit E1039A Page **51** of **92**



LAW ENFORCEMENT

The UNIT/PROGRAM Law Enforcement point of contact is TITLE, NAME and PHONE NUMBER.

Service planning activities should be closely coordinated with law enforcement agencies including local Police, County Sheriff, and CHP. They should be included in your command structure.

UNIT/PROGRAM maintains a great relationship with our law enforcement partners. Incorporate these personnel into your plan and work closely with their Agency Representatives. They are responsible for road closures and may function in Unified Command or as an Agency Representative depending upon the Service complexity.

PUBLIC INFORMATION

Work closely with the UNIT/PROGRAM Public Information Officer (PIO) TITLE, NAME and PHONE NUMBER and representatives of other agencies and jurisdictions. You are responsible for FAMILY Service information. I expect you to keep the UNIT/PROGRAM PIO informed of any press releases. All media releases should be coordinated with the UNIT/PROGRAM PIO to prevent misinformation.

Your Team is to handle local and national media contacts. All political contacts are to be forwarded to the UNIT/PROGRAM Line Officer or the Agency Administrator. In addition to the Line Officer, provide information as necessary to, and coordinate with, CAL FIRE Sacramento Communications.

ORDERING POINT

The ordering point is located at the UNIT/REGION/SACRAMENTO Emergency Command Center in TOWN/CITY. The location of the FAMILY Service will be at LOCATION (if known).

HUMAN RESOURCES

I expect that all Human Resource issues will be reported to the UNIT/PROGRAM Line Officer as soon as possible after learning of the alleged incident, normally this is within 24 hours. The Service is to be managed with zero tolerance for sexual harassment. Personnel who demonstrate any type of inappropriate behavior should be released immediately with appropriate follow up documentation. Inappropriate behavior would include alcohol use, drug use, sexual harassment, or any violation of personnel policy or law.

You are responsible for following all CAL FIRE policies and procedures concerning the use of drugs and alcohol while on duty. I expect you to take immediate action with any violations of this policy.

Exhibit E1039A Page **52** of **92**



Employee Support Services (ESS) is a valuable resource for the service planning team as well as all impacted employees. Please ensure ESS is active and available throughout the Service planning phase as well as during and after the Service for you and your Team.

CLOSEOUT BRIEFING, AFTER ACTION REVIEW

You are responsible for leading a Closeout Briefing to the appropriate UNIT/PROGRAM personnel following the conclusion of the FAMILY Service. The Closeout Briefing should include any elements not completed or that requires follow-up for UNIT/PROGRAM to complete following the Team's departure. In addition, you and your Team are expected to provide a written Post Incident Analysis (PIAS) at the completion of the Service.. All standards and deliverable timeframes for the Closeout Briefing and the PIAS will be negotiated with the UNIT/PROGRAM Line Officer.

For the duration of your assignment, you and your Team are now considered a part of this UNIT/PROGRAM. Your expertise and assistance are greatly appreciated, and we look forward to working with you and your Team.

Respectively submitted,

NAME, Agency Administrator CAL FIRE UNIT/PROGRAM

Exhibit E1039A Page 53 of 92



Appendix F - Services Planning Team Meeting Agendas

Services Planning Team – Command and General Meeting

- □ Introduction / Ground Rules / Turn Off Devices Plans
- □ Situational Update Ops
- □ Safety
- Public Information
- □ Liaison
- Logistics
- Finance
- Operations
- Honor Guard
- Planning
- □ CAL FIRE L281
- □ Closing Comments IC
- □ Turn On Devices Plans

Exhibit E1039A Page **54** of **92**



Services Planning Team - Planning Meeting

- Introduction / Ground Rules / Turn Off Devices Plans
- Confirm Management Objectives Plans
- □ Situational Update Ops
- Weather Forecast Plans
- Safety / Medical Plan
- Public Information
- □ Liaison
- Logistics
- MOTL / Feeding
- Finance
- Operations
- Honor Guard
- Planning / Announcements
 - o IAP Components Due 1700
 - Next Operational Briefing at 0800
 - Next Planning Meeting at 1600
- Cooperating Agencies
- □ Local 2881
- Support for the Plan:
 - Logistics
 - Finance
 - Information
 - o Liaison
 - Safety
 - Cooperating Agencies
 - Local 2881
- □ Closing Comments IC
- □ Turn On Devices Plans

Exhibit E1039A Page **55** of **92**



Services Planning Team - Operations Meeting

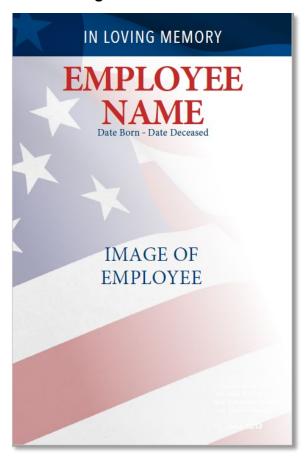
- □ Introduction / Ground Rules / Turn Off Devices Plans
- Confirm Management Objectives Plans
- □ Situational Update Ops
- □ Weather Forecast Plans
- Safety / Medical Plan
- Public Information
- □ Liaison
- □ Law Enforcement Liaison
- Logistics
- MOTL / Feeding
- Finance
- Operations
- Honor Guard
- Planning
- Cooperating Agencies
- Announcements
 - o IAP Components Due 1700
 - Next Operational Briefing at 0800
 - Next Planning Meeting at 1600
- Local 2881
- □ Closing Comments IC
- Turn On Devices Plans

Exhibit E1039A Page **56** of **92**



Appendix G - Memorial Product Examples

Service Program



Example Service Program Front Cover



Example Service Program Back Cover

Exhibit E1039A Page **57** of **92**



ORDER OF SERVICE

POSTING OF COLORS

CAL FIRE Local 2881 Honor Guard

WELCOME

(add Church locations)

MUSIC SELECTION

SPEAKERS

(add speaker names below)

VIDEO PRESENTATION

FIRE CHAPLAIN MESSAGE TO FIRE FAMILY

(Add Chaplain's name)

FIRE DEPARTMENT HONORS (TYPE 1)

Firefighter Prayer

Last Alarm

Bell Ringing Ceremony

Taps

Folding of Flag

Amazing Grace

Blossom of Heroes

Presentation of Gifts

Amazing Grace

CAL FIRE Local 2881 Pipes and Drums

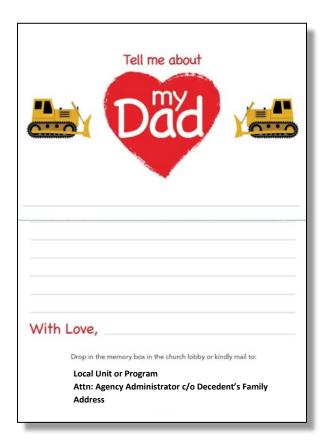
Closing Prayer and Comments

(add Chaplain's name)

Exhibit E1039A Page **58** of **92**



Share a Memory Insert



RANK / TITLE DECEDENT'S NAME
TELL ME A STORY ABOUT MY DAD

Exhibit E1039A Page **59** of **92**



VIP Seating Name Tents



Exhibit E1039A Page **60** of **92**



Memorial Banners

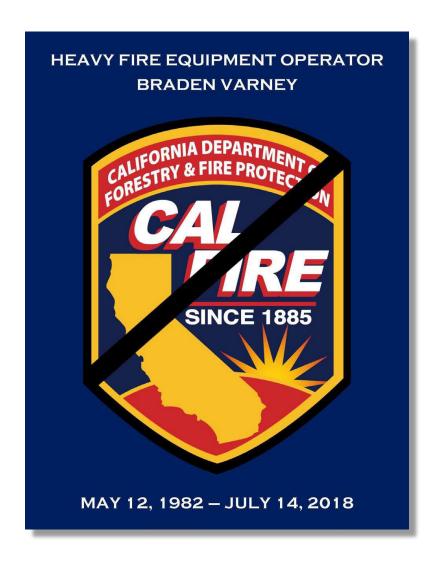


Exhibit E1039A Page **61** of **92**





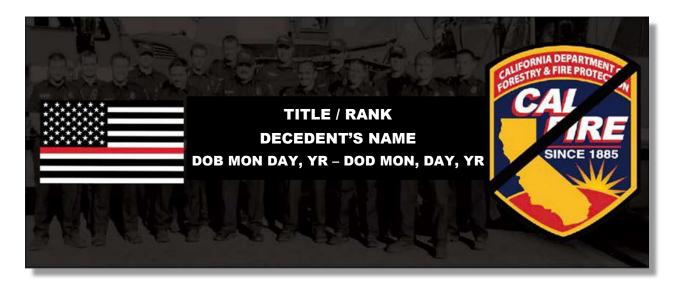


Exhibit E1039A Page **62** of **92**



Background Image





Exhibit E1039A Page **63** of **92**



Memorial Decal





Memorial Wristband

DECEDENT'S TITLE AND NAME LAST ALARM00/00/0000

Lapel Pin



Exhibit E1039A Page **64** of **92**



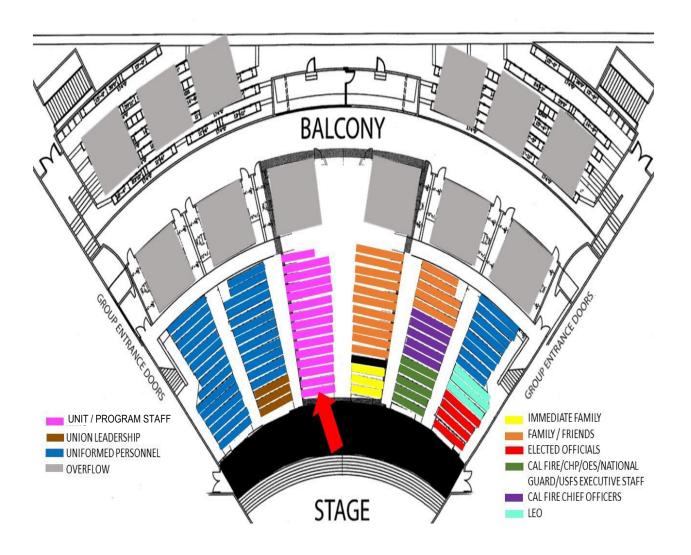
Appendix H - Sample Parking Plan



Exhibit E1039A Page **65** of **92**



Appendix I - Sample Seating Chart



*The CAL FIRE Director and the Local 2881 President should be seated together

Exhibit E1039A Page **66** of **92**



Appendix J - Contact Sheets

	CONTACT SHEE	TS	
Title	Name		Cell Phone
Agency Administrator			
L2881 Agency Administrator			
Incident Commander			
Family Liaison Officer			
L2881 Family Liaison Officer			
Public Information Officer			
CISM Branch Director			
Safety Officer			
Operations Section Chief			
Honor Guard Coordinator			
Planning Section Chief			
Logistics Section Chief			
Finance Section Chief			
Honor Guard Representative			
Honor Guard Protocol Officer			
Motel Technical Specialist			
Procurement Unit			
Time Unit			
Resource Unit			
Situation Unit			
Documentation Unit			
Demobilization Unit			
Pastor/Priest			
Venue			
Venue Production Team			
Cemetery			
Local Law Enforcement			
CHP			

Exhibit E1039A Page **67** of **92**



itle	Name	Cell Phone

Exhibit E1039A Page **68** of **92**



Appendix K - Family Planning Checklist

Name Address Telephone #: s there a preference? Burial Cremation Has a cemetery plot been already purchased? Yes No ocation: f no, preferred location: Will there be a Vigil/Viewing: Otate: Time: Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Open or closed to public: Open Closed s there a religious requirement for burial time frame? Yes No fyes, when will burial or cremation need to be completed by?		ANNING CHECKLIST	
Address Telephone #: s there a preference? Burial Cremation Has a cemetery plot been already purchased? Yes No Location: If no, preferred location: Will there be a Vigil/Viewing: Pes Will be public No Viewing Location: Date: Firme: Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Depen or closed to public: Open Closed Is there a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Yes No Assistance with selecting Service clothing for Decedent Yes No Assistance with selecting music Yes No dentify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet Local 2881 Sculpture		service? Explain Service Elen	nents based upon approved
Address Telephone #: s there a preference? Burial Cremation Has a cemetery plot been already purchased? Yes No Location: If no, preferred location: Will there be a Vigil/Viewing: Pes Will be public No Viewing Location: Date: Firme: Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Depen or closed to public: Open Closed Is there a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Yes No Assistance with selecting Service clothing for Decedent Yes No Assistance with selecting music Yes No dentify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet Local 2881 Sculpture	uneral Home:		
Address Telephone #: s there a preference? Burial Cremation Has a cemetery plot been already purchased? Yes No Location: If no, preferred location: Will there be a Viqil/Viewing: Yes Will be public No Viewing Location: Date: Frequest the proper pronoun that the employee identified as (he/she/they): Depen or closed to public: Open Closed Is there a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with virting obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No dentify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet Local 2881 Sculpture	Name		
sthere a preference? Burial Cremation Has a cemetery plot been already purchased? Yes No Location: If no, preferred location: Will there be a Vigil/Viewing: Yes Will be public No Viewing Location: Date: Time: Nature of Service: Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Dopen or closed to public: Open Closed Is there a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No Milland Helmet Local 2881 Sculpture	Address	Telephone #:	
Mill there be a Vigil/Viewing: Yes	Is there a preference? Burial		
Mill there be a Vigil/Viewing: Yes	Has a cemetery plot been already purchased	1? Yes	No
Will there be a Vigil/Viewing: Yes	Location:		
Yes Will be public No Viewing Location: Date: Time: Nature of Service: Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Deen or closed to public: Open Closed Is there a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Yes No Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Assistance Will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	If no, preferred location:		
Date: Date: Date: Date: Date: Date: Date: Dat	Will there be a Vigil/Viewing:		
Date: Comparison of Service: Comparison of Service of	Yes Will be public	No Viewing	
Nature of Service: Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Open or closed to public: State a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Assistance with selecting music Yes No Assistance with selecting music Yes No Modentify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag California Flag Local 2881 Sculpture	Location:		
Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Open or closed to public: State a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Assistance with selecting music Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No Mentify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag California Flag Local 2881 Sculpture	Date:		
Religious denomination if any: Request the proper pronoun that the employee identified as (he/she/they): Open or closed to public: Open State a religious requirement for burial time frame? Yes No Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Assistance with selecting music Yes No Assistance with selecting music Wildland Helmet California Flag Local 2881 Sculpture	Time:		
Request the proper pronoun that the employee identified as (he/she/they): Open or closed to public: Open Closed Is there a religious requirement for burial time frame? Yes No If yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No Identify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	Nature of Service:		
Open or closed to public: Open Closed State a religious requirement for burial time frame? Yes No of yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Yes No Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No dentify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	Religious denomination if any:		
s there a religious requirement for burial time frame? Yes No Yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No Machify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	Request the proper pronoun that the employee	identified as (he/she/they):	
f yes, when will burial or cremation need to be completed by? Service Planning: Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Assistance with selecting music Yes No California Flag Wildland Helmet California Flag Local 2881 Sculpture	Open or closed to public: Open	Closed	
Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Identify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	ls there a religious requirement for burial time fr	rame? Yes	No
Assistance with writing obituary Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Identify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	If yes, when will burial or cremation need to be	completed by?	
Assistance with selecting Service clothing for Decedent Yes No Assistance with gathering photographs Yes No Assistance with selecting music Yes No Identify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	Service Planning:		
Assistance with gathering photographs Assistance with selecting music Yes No Identify who will receive gifts at service (not all gifts are appropriate for all service types): American Flag Wildland Helmet California Flag Local 2881 Sculpture	• ,		No
Assistance with selecting music Yes			
American Flag California Flag	0 0, 0,		<u> </u>
American Flag Wildland Helmet California Flag Local 2881 Sculpture	-		
California Flag Local 2881 Sculpture			r all service types):
Structure Heimet IAFF LODD Medal			
	Structure Helmet	IAFF LODD Medal	

Exhibit E1039A Page **69** of **92**



Appendix L - Logistics Checklist

I. During / Immediately Following Event

- a. Receive Order and Request information
- b. Ensure Department employees that are traveling rent black full-size SUV's that can be utilized for Family transportation during the Service. Typically, at least three (3) will be needed.
- c. Find a location that the Service Planning Team and Honor Guard can work from. Needs to have a room large enough to hold meetings as well as giving the team working space for planning (Training Centers, Unit HQ's)
- d. Work with procurement to find accommodations for Service Planning Team as well as Honor Guard
- e. Set up feeding and hydration for Service Planning Team and Honor Guard

II. Planning of Service

- a. Participate in the Service Planning Team Conference Call
- b. Work with the Family Liaison to determine the wishes of the Family for funeral home, church, and cemetery. Visit church and cemetery with the Honor Guard. If size of church is too small, have alternative sites that can be discussed with the Family.
- c. Work with Operations Section Chief to set up travel routes for processions
- d. If the Family is unable to participate in the planning process, you might have additional workload and working with the funeral home, casket/urn selection, cemetery plot (including open casket / closed casket, liner, head stone, etc.)
- e. Work with the Service Planning Team on developing seating charts
- f. Work with Service Planning Team on developing parking plan
- g. Work with Honor Guard on static display as well as route of travel and parking
- h. Provide Comm Plan, Medical Plan, and Traffic Plan for Incident Action Plan (IAP)
- i. Work with the Safety Officer to complete an ICS 206 for the IAP
- Identify an Engine Company to be responsible for medical standby on the day of the Service
- k. Ensure the black SUVs are detailed, with full fuel tanks, and an ice chest with drinks and snacks for the Family
- I. Secure drivers for the Family SUV's (local Unit or neighboring Unit Fire Fighters or Honor Guard). Determine appropriate attire and ensure drivers are matching.

Exhibit E1039A Page **70** of **92**



- m. Secure a van or SUV for Honor Guard casket detail
- n. Secure parking attendants (Fire Fighters or local fire academy) to address apparatus parking, coordinate apparatus staging/display, and all other parking needs
- o. Secure reception location if needed, coordinate with Local 2881

III. Day of Service / Post Service

- a. Ensure SUVs are fueled and detailed and that schedules and maps are given to the drivers
- b. Ensure feeding for the Service Planning Team and Honor Guard
- c. Ensure Kleenex are available in the SUVs and at the church
- d. Ensure hydration and snacks for the Service Planning Team and the Family
- e. Ensure communications checks occur

Exhibit E1039A Page **71** of **92**



Appendix M – Cemetery Logistics Checklist

STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION CEMETERY CHECKLIST CAL FIRE-1039-13 (ReV. 11/22)	Page 1 of 1	
CEMETERY	CHECKLIST	
The graveside Service normally consists of a short re	eligious service and several Fire Department	
protocols.	with time for the Ferrite Alexandria hafare the Consider	
begins can cause a great deal of anxiety. If an extre	ult time for the Family. A long wait before the Service mely long motorcade or delays are anticipated, it may is imperative to have a parking plan at the cemetery.	
	tly how many vehicles can be accommodated, check	
Assembly:		
Family	Honor Guard	
Friends	Other Department Personnel	
Very Important Person's (VIP's)	Other Fire Department Personnel	
Affected Unit or Program	Other Honor Guards	
Personnel	Pipe Band	
Need to consider:		
Podium		
Public Address (PA) system		
Porta-potties		
Water		
Power		
Tents / Shade or Heat		
Provide directions and maps to location of r	eception	
Arrange for seating for at least Family and VIP's		
Arrange for Medical / Emergency Medical S	ervices (EMS) Standby	
Provide a parking plan		
Media placement		
Arrival of procession		
Identification location of gravesite		
Transportation to reception		

Exhibit E1039A Page **72** of **92**



Appendix N - Vehicle Procession Lineup

	EHICLE PROCESSION LINEUP
Secure the necessary vehicles and	
Ensure all vehicles are cleaned and	d waxed.
Ensure all vehicles have water and	Kleenex.
Ensure all uniformed personnel in t	the procession have white gloves.
Obtain vehicle shrouding and mem	orial decals.
Obtain a travel frequency.	
1. Family Cars	# Vehicles
Type of Vehicle	Driver with family members
a.	
b.	
c. d.	
e.	
Pallbearers	# Vehicles
a.	
b.	
3. Escort	# Vehicles
a.	
b.	
4. Other	# Vehicles
a.	
b.	
C.	
d. e.	

Exhibit E1039A Page **73** of **92**



Appendix O - Public Information Officer Checklist

IV. During/Immediately Following Event

- a. Receive report of the event via the chain command
 - i. Who was the employee involved?
 - ii. What Unit/program was the employee from?
 - iii. Where did the incident take place? (Incident location, incident type, time, location, incident number, etc.)
 - iv. What agency has jurisdictional authority for the incident?
- b. Determine if news release has already been issued about the event, if not, draft the initial news release then seek approval through the incident chain of command.
- c. Verify that Family notification has occurred before formal release of information
- d. Seek direction from the IC, Duty Chief, Unit Chief, AA
- e. Ensure information being disseminated by the media is accurate, and work to correct any erroneous information
- f. Make notification to Sacramento Communications through Region Communications
- g. Determine if a PIO has been assigned
- h. Review Policy 1039 Funeral and Memorial Services and Service Planning Guide
- Ensure that a PIO & Media Line(s) has been established for the Service
- j. Determine the need for a press conference
- k. Continue to address media and public interest

V. Planning of Services

- a. Participate in the Service Planning Team conference call(s)
- b. Identify Incident Liaison, if no Incident Liaison is identified, the PIO can expect to function in that role
- c. Identify Family Liaison Officers from Department and Local 2881

Exhibit E1039A Page **74** of **92**



- d. If responding from out of Unit, contact local/Unit PIO
- e. Determine need for additional PIOs and make staffing requests as needed
- f. Manage outgoing information regarding cause of death and funeral events with incident staff
- g. Ensures that Unit level social media accounts are kept up to date
- h. Ensure that Sacramento Communications is being updated on the incident.
- i. Ensure that a local media contact list is established and kept up to date
- i. Establish email addresses for RSVP's
 - i. VIPs
 - ii. Cooperating agencies
 - iii. Media
- k. Coordinate and track the attendance and participation of cooperating agencies
 - i. Personnel
 - ii. Equipment
- I. Collect images, videos, a short biography from the family via the Family Liaison Officers for use in information releases and social media content
- m. Determine the level of media participation the family is willing to commit to
 - i. Determine if media is permitted inside the event venue
 - ii. Coordinate with the media to ensure the family's wishes are met
- n. Ensure the seating chart is completed in cooperation with Family Liaison Officers, Department and Local 2881 Agency Administrators, and Sacramento Executive Staff (See Appendix H)
 - i. Family seating
 - ii. VIP seating
 - iii. Provide seating plan to the Usher Detail Leader to execute
- o. Ensure seats have been reserved and marked
- p. Determine venue's ability to stream the Services online
- q. Work with Sacramento Communications if streaming services are not available from the host venue

Exhibit E1039A Page **75** of **92**



- i. Ensure streaming information is made available to the public, cooperating agencies, and department personnel
- r. If needed ensure a photographer has been secured
- s. Develop PIO components for the IAP.
- t. Develop a media packet (Exhibit to be developed) which should contain the following:
 - i. Short bio
 - ii. Venue map
 - iii. Streaming information
 - iv. Direction for media in attendance including parking and restricted areas
- u. Informational notices to other governmental agencies, other fire departments, and the public

VI. Day of Services / Post Services

- a. Verify streaming services have been established and made available to the public and cooperators
- b. Ensure that VIPs have checked in and have been escorted to their seats
- Ensure media has checked in and has been escorted to the Media Area
 - i. Provide staffing to address media needs and concerns
- d. The Information section is responsible for collection of all digital media and proper dissemination to the Department and Family
- e. Maintain Unit/Activity Log (ICS Form 214)
- f. Provide Post Incident Action Summary (PIAS) to incident if necessary

Exhibit E1039A Page **76** of **92**



Appendix P - Commands

Employee's attending a Service should be completely familiar with all the commands, positions, and movements that personnel perform at a Service. When Department personnel are attending a Service, the Protocol Officer will brief all uniformed personnel and determine the appropriate formation.

Attention

- On the preparatory command, "UNIFORMED PERSONNEL", personnel will ready themselves for the execution command; stop talking and listen.
- On the execution command, "ATTENTION", smartly bring your left heel against the right.
- Turn your feet out equally to form an angle of 45 degrees. Keep your heels on the same line and touching. Your legs should be straight, but not stiff at the knees (See Figure 1).
- Keep you hips and shoulders level and your chest lifted (See Figure 2).
- Your arms should be straight but not stiff at the elbows; thumbs along the trouser seams, palms facing inward toward your legs and fingers joined in their natural curl (See Figure 3).
- Keep your head and body erect. Look straight ahead. Keep your mouth closed and your chin pulled in slightly. Silence and immobility are required.







FIGURE 1

FIGURE 2 FIGURE 3

Presentation of Colors

When the national colors are being presented, or a casket draped with the national colors is presented, the Protocol Officer or the senior CAL FIRE individual will call the formation to ATTENTION. This will immediately be followed by executing the appropriate Hand Salute commands as the colors or draped casket are presented and pass.

Exhibit E1039A Page **77** of **92**



When placing uniformed personnel in a position of rest, all rest commands are executed from the position of attention. The commands are PARADE REST; AT EASE; REST; and DISMISSED.

Parade Rest

- On the preparatory command "PARADE", shift the weight of your body to the right leg without noticeable movement.
- On the command of execution "REST", and for the count of one, move the left foot twelve inches (measured from the inside of each heel) smartly to the left. The heels remain in line and the body weight rests equally on both legs. At the same time the left foot is moved, clasp the hands behind the back (See Figure 4). The left hand is placed just below the belt and the right hand is placed inside the left. The thumb of the right hand lightly grasps the thumb of the left. All fingers are extended and joined with the palms to the rear. The elbows will be in line with the body. Silence and immobility are required. The only command you may receive while at parade rest is "ATTENTION".



FIGURE 4

At Ease

On the command "AT EASE". It is executed in one count. Keep your right foot in place (See Figure 5.) You may move but must not talk. You may also be given this command when not in ranks. In this case, it means cease talking, but continue whatever you were doing before the command. When in ranks, the only command you may receive while at ease is "ATTENTION".



FIGURE 5

Rest

The command "REST" is executed in one count. At the command, you may move and talk; however, you must keep your right foot in place. The only command you may receive while at rest is "ATTENTION".

Exhibit E1039A Page 78 of 92



Dismissed

"DISMISSED" signals the end of the official ceremony and releases all personnel; but personnel must be returned to attention prior to dismissal:

- On the preparatory command "UNIFORMED PERSONNEL", personnel will ready themselves for an execution command, stop talking, and listen.
- On the execution command "ATTENTION", all personnel will come to a position of "ATTENTION" as described above.
- On the next preparatory command "UNIFORMED PERSONNEL", personnel will prepare to be dismissed.
- On the command "DISMISSED", all personnel will be released.

Exhibit E1039A Page **79** of **92**



Appendix Q - Hand Salutes

The purpose of the hand salute is to demonstrate respect to a higher-ranking officer and marching in quick time or seated in a vehicle. The command is "PRESENT ARMS". To return to the position of attention the command is "ORDER ARMS".

Present Arms

- On the preparatory command "PRESENT", personnel will ready themselves for a salute
- On the execution command of "ARMS", raise your right hand smartly in the most direct manner until the tip of your forefinger touches the lower part of the headdress above and slightly right of your right eye (See Figure 6). Your fingers should be extended straight and joined with the thumb along the forefinger (See Figure 7). You should be able to see your entire palm when looking straight ahead. Your upper arms should be parallel with the deck with the elbow in line with the body and your forearm at a 45-degree angle. Your wrist and hand should be straight, a continuation of the line made by your forearm. At the same time, if not in ranks, turn your head and eyes toward the person or colors you are saluting.







FIGURE 7

Order Arms

- On the preparatory command "ORDER", personnel will ready themselves to release the salute.
- On the execution command of "ARMS", personnel will return to attention. Move your hand smartly in the most direct manner back to its normal position by your side. These commands ensure simultaneous execution of the second movement of the hand salute when troops are in formation.

Exhibit E1039A Page 80 of 92



Appendix R - Sample Service Post Incident Action Summary (PIAS)

STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22) MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS)	Page 1 of 11
MEMORIAL SERVICE-I OST INCIDENT ACTION SUMMART (1 IAS)	— I
TYPE SERVICE POST INCIDENT ACTION SUMMARY	
CAL SINCE 1885	
Incident Number:	
Date:	
CAL FIRE	
First and Last Name, Incident Commander	

Exhibit E1039A Page **81** of **92**



Service Details		
Date of Service Service Type:	Incident Number Type II Type III	Type IV
<u>Location</u>		
Work location for Service Plann	_	
Name:		
Address:		
Recommend for future use? If no, why?	Yes No	
Mortuary		
		
Address:	Cremation Burial	
Type of service provided: Recommend for future use?	☐ Cremation ☐ Burial ☐ Yes ☐ No	
If no, why?		
Service Venue		
Name:		
Address:		
Type of Venue (if Church, ident		
Appropriate parking for apparat		
Recommend for future use?	Yes No	
If no, why?		

Exhibit E1039A Page **82** of **92**



DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	
Cemetery	
Name:	
Address:	
Appropriate parking for apparatus:	
Recommend for future use? Yes No	
f no, why?	
Executive Summary	
<u>Summary:</u>	
Successes:	
<u>Challenges:</u>	
Recommended Changes to the Service Planning Guide (be specific):	

Exhibit E1039A Page **83** of **92**



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY	Page 4 of 11
DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	1 290 4 51 11
Safety Officer	
Summary:	
0	
Successes:	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
Public Information Officer	
Summary:	
Successes:	
Successes.	

Exhibit E1039A Page **84** of **92**



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	Page 5 of 11
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
Liaison Officer	
Summary:	
Successes:	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	

Exhibit E1039A Page **85** of **92**



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY	Page 6 of 11
DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	Page 6 of 11
Operations Section Chief	
Summary:	
Successes:	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
Plans Section Chief	
Summary:	
	
Successes:	

Exhibit E1039A Page **86** of **92**



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	Page 7 of 11
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
Logistics Section Chief	
Summary:	
Successes:	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	

Exhibit E1039A Page 87 of 92



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS)	Page 8 of 11
CAL FIRE-1039-9 (REV. 10/22) Finance Section Chief	
Summary:	
Successes:	
Successes.	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
- to the control of t	
Honor Guard Coordinator	
Summary:	
Successes:	

Exhibit E1039A Page **88** of **92**



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	Page 9 of 11
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
CAL FIRE Family Liaison	
Summary:	
Successes:	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	

Exhibit E1039A Page 89 of 92



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	Page 10 of 11
L2881 Family Liaison Summary:	
<u></u>	
Successes:	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
CISM Branch Summary:	
Successes:	

Exhibit E1039A Page **90** of **92**



STATE OF CALIFORNIA, NATURAL RESOURCES AGENCY DEPARTMENT OF FORESTRY AND FIRE PROTECTION MEMORIAL SERVICE-POST INCIDENT ACTION SUMMARY (PIAS) CAL FIRE-1039-9 (REV. 10/22)	Page 11 of 11
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	
Incident Commander Comments	
Summary:	
Successes:	
Challenger	
Challenges:	
Recommended Changes to the Service Planning Guide (be specific):	

Exhibit E1039A Page **91** of **92**



Appendix S - Social Media Graphics







Insert FIRE NAME



Exhibit E1039A Page **92** of **92**