Commander’s Memorial Honors Handbook

For the Commander:

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Summary. This pamphlet provides useful information for commanders in preparing for memorial honors and includes examples of the following:

- Consolidated planning checklist.
- Sequence of events.
- Ceremony display.
- Memorial program.

Applicability. This pamphlet applies to all USAREUR units but may also be used by non-USAREUR commands.
Forms. AE and higher level forms are available through the Army in Europe Library and Publishing System at https://aepubs.army.mil/.

Suggested Improvements. The proponent of this pamphlet is the USAREUR G1 (AEAGA-MPP, DSN 370-6086). Users may send suggested improvements to this pamphlet to the USAREUR G1 (AEAGA-MPP), Unit 29351, APO AE 09014-9351.

Distribution. A (AEPUBS).

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Glossary

1. PURPOSE
The purpose of this handbook is to—
   a. Provide unit commanders with information on planning for and conducting a memorial event.
   b. Identify USAREUR staff elements to assist commanders in planning for and conducting a memorial event.
   c. Identify specific USAREUR staff and unit responsibilities.

2. REFERENCES
   a. Publications.
      (1) Title 37, United States Code, Sections 411f and 411j.
      (2) Joint Federal Travel Regulation, volume I, chapter 5, part C, section 6, paragraph U6242.
      (3) AR 25-400-2, The Army Records Information Management System (ARIMS).
      (4) AR 600-8-1, Army Casualty Program.
      (5) AR 600-20, Army Command Policy.
      (6) AR 670-1, Wear and Appearance of Army Uniforms and Insignia.
      (7) FM 3-21.5, Drill and Ceremonies.
   b. Form. AE Form 25-30B, Printing and Duplication Request.

3. EXPLANATION OF ABBREVIATIONS
The glossary defines abbreviations.

4. OBJECTIVE
The objective of a memorial event is to—
   a. Honor the military service and contributions of Soldiers who have died.
   b. Provide support to surviving Family members (SFM) and unit survivors.
   c. Provide a forum in which personnel collectively express their grief over the loss of a unit member or loved one.
5. TYPES OF MEMORIAL EVENTS

There are two types of memorial events:

   a. Memorial Ceremony. A memorial ceremony is a command-sponsored event that emphasizes the deceased’s contribution to the unit (most practiced). A memorial ceremony may include a prelude, posting of the colors, playing of the national anthem, silent tribute, Last Rollcall, firing of volleys, and playing taps. Soldiers’ attendance may be directed by the commander.

   b. Memorial Service. A memorial service is also a command-sponsored event but recognizes and emphasizes the deceased’s religious affiliation. Soldiers’ attendance may be encouraged but cannot be directed. Because of the various types of religious services that can be conducted, commanders should consult with their unit chaplain to determine what type of service is the most appropriate.

NOTE: A memorial event may also recognize the death of nonmilitary members in the military community including DOD civilians and the immediate Family members of Soldiers assigned to the unit.

6. GENERAL INFORMATION

   a. Planning and Execution. A memorial event is normally planned and executed at battalion and company levels but may occur at any level of command. This handbook serves as a guide and may be appropriately applied to meet specific unit needs. Examples of a consolidated planning checklist and sequence of events are at appendixes A and B respectively.

   b. Facility. Military chapels are normally used to conduct memorial events; however, alternative facilities may be used as the situation warrants (for example, units operating in a field environment).

   c. Memorial Ceremony Elements.

      (1) Last Rollcall, Firing of Volleys, and Taps. The format for the Last Rollcall is at appendix C. Field Manual 3-21.5 describes the firing of the volleys (see para 7o for additional guidance). Taps is preferably performed by a live bugler but may originate from a recorded source as the ceremonial situation dictates.

      (2) Memorial Display and Memorial Program. The memorial ceremony display will be arranged in accordance with the example given at appendix D and guidance in paragraphs 7g(4) and 7k(2)(a). The program will be standardized in accordance with the examples at appendixes E and F.

   (3) Uniform. In a garrison, unit commanders may select the green or blue service uniform for participants conducting the event and duty uniform for military attendees. The ushers and firing team are authorized to wear a cravat, stripped pistol belt, and white gloves.

   (4) Post-Ceremony Honors. The command group, ceremony participants, and audience may voluntarily file past the memorial display to honor and pay final respects to the deceased at the end of the event.

   (5) News Media. Normally, military or civilian news media coverage is allowed into the sanctuary during the event. Paragraph 7e provides additional guidance.

   (6) Video tribute. A video tribute recalls the Soldier’s life. Videos should be respectful of the Soldier and the Soldier’s Family, enhance the patriotic aspects of the ceremony, and not embarrass the SFMs or the unit. Special consideration must be given to technical factors such as equipment, operators, and audio or visual transmissions, or both.

   (7) Video Recording. Video recording of the event for presentation to SFMs should be requested in accordance with the guidance in paragraph 7l(1). If the services cannot be provided, the unit should contact the Chief, Visual Information Division, HQ USAREUR G6 at DSN (314) 370-6578 or civilian (49) (0)6221-57-6578 for additional guidance.

   (8) Program Printing. Requests may be submitted to the Army in Europe Printing/Duplicating Control Officer (AE P/DCO) on AE Form 25-30B by e-mail at mail.dmb.pubsmail@eur.army.mil, subject: “Print Request.” The Joint Multinational Training Command and Italy-based elements of the 173d Airborne Brigade will obtain printing support from their respective garrison P/DCO rather than the AE P/DCO. Units may call DSN (314) 379-6447 or civilian (49) (0)6202-80-6447 for more information.

7. RESPONSIBILITIES AND PLANNING FACTORS

   a. The USAREUR G1 will update this publication as regulatory changes occur.

   b. The USAREUR G1 Casualty Assistance Center (CAC) will—

      (1) Identify and provide the deceased Soldier’s commander with a by-name list and contact information of eligible SFMs who should be invited to attend the memorial event. Eligible SFMs are defined in the Joint Federal Travel Regulation, volume I, chapter 5, part C, section 6, paragraph U5242, and in accordance with 37 USC 411f, 411j. Unit commanders may contact the USAREUR CAC at DSN (314) 370-4370 or civilian (49) (0)6221-57-4370 (24-hour assistance) for additional information.
(2) Reconcile the memorial event execution date with other planned events (for example, funeral or transportation of remains).

(3) Publish invitational travel authorizations (ITAs) for SFMs who will attend the memorial event. Travel and transportation allowances include travel to and from the memorial event plus 2 days per diem.

(4) Make travel arrangements for SFMs, inform them of the itinerary, and provide them with the ITA.

(5) Assist SFMs in completing final travel claims.

c. The USAREUR G6 will provide oversight and guidance to the memorial event’s audio or visual support requirements, or both (see paras 6c(7) and 7l(1) for additional guidance).

d. The USAREUR Office of the Chaplain (OCH) will provide commanders, unit chaplains, and ministry teams memorial event guidance upon request.

e. The USAREUR Public Affairs Office (PAO) will—

(1) Serve as the point of contact for news release and civilian media coverage.

(2) Provide media coverage plans to the unit commander.

(3) Coordinate media support.

(4) Escort and brief media representatives.

(5) Ensure media coverage—

(a) Respects the wishes of those who do not want to be photographed.

(b) Avoids the use of flash photography, noisy photo or video cameras, and excessive or distractive movement inside the facility.

f. Unit Commanders will—

(1) Plan for and conduct a memorial event (memorial ceremony or service) for every Soldier who dies while assigned to their unit, regardless of the manner of death (except as described at (9) below).

(2) Oversee the event and provide intent and guidance.

(3) Coordinate general officer attendance.

(4) Prepare and deliver a speech during the ceremony.

(5) Telephonically invite (prior USAREUR G1 CAC approval required) all eligible SFMs between the hours of 0600-2200 (local time) to attend, at Government expense, one unit memorial event that is conducted at home station (attendance in a deployed environment is not authorized) within 2 years of the Soldier’s death. Exceptions to the 2-year requirement may be waived by the DA Adjutant General for compelling reasons.

(6) Coordinate with and arrange for SFM travel. Unit commanders, their designated representative, or the CAC are the only officials authorized to coordinate with and arrange for SFM travel.

(7) Serve as approval authority for the following:

(a) Contingency plans, sequence of events, the memorial program, event participants, speakers, and speeches.

(b) Time, date, and location for rehearsals and the event.

(c) Invitations to very important persons (VIPs).

(d) PAO media coverage plan.

(8) Convey to the SFMs—

(a) That their attendance is an honor to the Army and the unit.

(b) That the memorial event is a unit-driven event to recognize the deceased Soldier and it is distinct from funeral honors that may also be performed.

(c) Information regarding any additional memorial events that were or will be conducted elsewhere (for example, in a deployed area).
(9) Request (if required) an exception to policy not to conduct a memorial event. The first general officer in the chain of command may approve the exception only if any of the following applies to the deceased Soldier:

(a) The Soldier has been convicted of a capital offense under Federal or State law for which he or she was sentenced to death or life imprisonment without parole.

(b) The Soldier has been convicted of a serious military or civilian offense that, if prosecuted under the Uniform Code of Military Justice, could be punishable by confinement of 6 months or more or result in a punitive discharge.

NOTE: Deaths attributable to undesirable behavior require extreme sensitivity. Speeches made during the memorial event should emphasize the unit’s grief and loss. Memorial events are not to be used as opportunities to lecture on bad behavior, conduct a class on risk management, or serve as an occasion to lay blame or guilt. If the cause of death is under investigation, speeches should not identify or attempt to identify the cause of death while an investigation is pending.

NOTE: A memorial event may be conducted both in a deployed theater (as the tactical situation permits) as well as on return to home station.

h. The unit chaplain will—

(1) Advise the unit commander on the memorial event content and its message, site selection, chapel availability, and alternate times or sites.

(2) Assist in preparing the memorial event including the event schedule or program.

(3) Explain to the SFMs the significance of the boots and helmet display, Last Rollcall, firing of volleys, and the playing of taps as tributes honoring the deceased Soldier. The chaplain also will identify event participants and their roles, and discuss the offering of condolences by members of the command group and distinguished guests that may take place after the event. If the SFMs desire, the chaplain may also pray with them.

(4) Recommend religious content.

NOTE: Faith-group flags and sermons are inappropriate during a memorial ceremony.

(5) Prepare remarks to support grieving personnel while respecting the religious diversity of those in attendance.

(6) Offer help in preparing speeches (see appendix G for memorial tribute writing tips) and coaches during rehearsals.

(7) Ensure removal of nonpermanent, faith-based elements or fixtures.

(8) Provide feedback on timing and pacing during rehearsals.

(9) Coordinate for contract musicians.

(10) Assist in assessing the unit’s morale and provide pastoral care on request.
i. The unit S1 will—
   (1) Process posthumous awards.
   (2) Prepare and provide the unit commander (and PAO and chaplain as required) with the deceased Soldier’s biography and tribute data (see appendixes H and I for examples).
   (3) Prepare, send, and receive event invitations.

j. The unit S3 will—
   (1) Coordinate traffic control, parking, and use of blank ammunition with the provost marshal.
   (2) Enter the event on the unit calendar.
   (3) Publish orders and taskings as required.
   (4) Request a bugler through the USAREUR Band or chaplain.

k. The unit S4 will—
   (1) Secure operational unit funds to execute the memorial event.
   (2) Seek legal advice regarding all questionable expenses before committing appropriated funds. Examples include the following:
      (a) Flowers and floral displays. Appropriated funds for one reasonably priced, modest bouquet or wreath may be used. Large or extravagant floral displays or additional decorations may not be procured with appropriated funds. Friends and SFMs may purchase additional floral displays using private funds.
      (b) Bottled water. Appropriated funds will not be used to purchase bottled water. Bottled water and refreshments may be privately funded.
   (3) Contact the chapel or other facility manager to do the following:
      (a) Confirm facility availability for rehearsals and actual event. Reserve the facility when approved by the unit commander.
      (b) Coordinate key control, facility access, and physical security.

l. The unit S6 will—
   (1) Request audio or visual support, or both (if required), to include DVD recording of the event for SFMs as appropriate (recommend two DVDs per SFM) through the local Training Support Center (TSC) at http://www.vios.army.mil/.
   (2) Reconcile facility capabilities with unit event audio or visual requirements, or both.
   (3) Provide a recorded version of taps if a bugler is not available.

m. The work detail NCOIC will—
   (1) Set up, take down, and ensure the return of the display items specified at paragraph 7g(4).
   (2) Post general officer flags (if applicable) inside the facility by the entrance but out of the general public’s view (due to security concerns).
   (3) Supervise the designated work detail in coordination with the facility manager to do the following:
      (a) Perform site cleanup and position furniture and equipment.
      (b) Reserve and mark the two front-left seating rows for the command group and distinguished guests. Reserve the two front-right rows for SFMs and escorts.
      (c) Reserve and direct parking during the event for VIPs, participants, and SFMs (if required).
      (d) Stock and preposition receiving or waiting area with tissues, water, or refreshments (see paragraph 7k(2)(b)), and seating for SFMs.
NOTE: The designated waiting area may also be used by SFMs to receive condolences in which case the unit may also provide a guestbook and note cards for mourners to convey a message.

NOTE: Every effort must be taken to ensure a steady flow (in and out) of personnel traversing the receiving or waiting area.

n. SFM escort will—

(1) Coordinate timelines with assigned drivers for all required transportation of SFMs including to and from the travel terminal.

(2) Greet the SFMs on their arrival and escort them on their departure (includes all travel requirements).

(3) Escort the SFMs to their waiting area.

(4) Escort the SFMs to their designated seating before the event and ensure their entry is as inconspicuous as possible.

(5) Remain on standby while the SFMs pay final respects to the deceased (if desired) on completion of the event.

(6) Lead the SFMs back to the waiting area to meet command representatives or receive audience condolences (if planned).

NOTE: The sequence for attendees departing the memorial event is SFMs first, followed by the command group and VIPs, and finally the remaining attendees.

o. The firing team NCOIC will—

(1) Familiarize him- or herself with FM 3-21.5, and ensure firing team proficiency.

(2) Coordinate with the unit S3 and S4 for procurement of weapons, magazines, cravats, pistol belts, white gloves, and enough rounds for rehearsals and the actual event.

(3) Verify with S3 clearance for blank round fire.

(4) Ensure uniforms and team members’ appearance complies with AR 670-1.

p. The usher team NCOIC will—

(1) Ensure tissues and memorial programs are available.

(2) Direct audience and ensure the full use of seating area.

(3) Escort VIPs to their designated seats.

(4) Control movement of late arrivals and personnel in overflow areas to ensure aisles remain clear and to avoid potential event disruption.

(5) Identify and correct safety hazards.

(6) Remind the audience to turn off electronic devices 5 minutes before the event.

8. CONCLUSION
Memorial events, more often than not, represent an Army unit’s last opportunity to collectively pay tribute to a fallen comrade. Special attention and care must be exercised throughout all phases (planning, execution, and post-event) of the memorial event. Commanders are highly encouraged to contact the USAREUR staff sections outlined in this handbook for assistance.
APPENDIX A
RECOMMENDED PLANNING CHECKLIST

The glossary defines abbreviations used in the table.

**NOTE:** D = Date of event; H = Hour of event. For example, D-7 = action should occur 7 days before the event.

<table>
<thead>
<tr>
<th>EVENT</th>
<th>WHO</th>
<th>WHEN</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene initial workgroup.</td>
<td>Unit XO</td>
<td>D-7</td>
<td></td>
</tr>
<tr>
<td>Give initial planning guidance: overall intent, tentative IPR and rehearsal schedule, PAO guidance, and VIP invitations.</td>
<td>Unit Cdr</td>
<td>D-7</td>
<td></td>
</tr>
<tr>
<td>Provide a list of all eligible SFMs.</td>
<td>CAC</td>
<td>D-7</td>
<td></td>
</tr>
<tr>
<td>Initiate work on memorial display: boots, helmet, weapon, stand, ID tags, photograph, colors with stands, and flowers.</td>
<td>Work Detail NCOIC ICW 1SG or Senior NCO</td>
<td>D-6</td>
<td></td>
</tr>
<tr>
<td>Research available event sites/facilities.</td>
<td>S4</td>
<td>D-6</td>
<td></td>
</tr>
<tr>
<td>Propose the event’s date, time, and location to the unit commander for chain of command’s (COC) approval.</td>
<td>S4</td>
<td>D-6</td>
<td></td>
</tr>
<tr>
<td>Telephonically invite eligible SFMs against the proposed date, confirm attendance, and tentative travel date.</td>
<td>Unit Cdr ICW CAC</td>
<td>D-6</td>
<td></td>
</tr>
<tr>
<td>Confirm schedule with first GO in chain of command.</td>
<td>Unit’s COC</td>
<td>D-6</td>
<td></td>
</tr>
<tr>
<td>Approve the event’s date, time, and location.</td>
<td>Unit’s COC</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Enter the event on training schedule and publish orders and taskings.</td>
<td>S3</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Inform SFMs of travel arrangements and provide them with ITAs.</td>
<td>CAC ICW Unit Cdr</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Make lodging reservations for SFMs.</td>
<td>S4 ICW Unit Cdr</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Finalize facility reservation, coordinate for preparation with facility manager.</td>
<td>S4 or Work Detail NCOIC</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Coordinate news release and coverage.</td>
<td>PAO</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Propose speakers and event sequence to the unit’s COC and obtain approval.</td>
<td>Unit Cdr</td>
<td>D-5 or D-4</td>
<td></td>
</tr>
<tr>
<td>Establish and request audio or visual requirements, or both, to the local TSC.</td>
<td>S6</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Request a bugler from the USAREUR band/garrison chaplain. If unavailable, obtain a recorded version of taps.</td>
<td>S3 or S6</td>
<td>D-5</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EVENT</th>
<th>WHO</th>
<th>WHEN</th>
<th>STATUS</th>
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</thead>
<tbody>
<tr>
<td>Issue invitations to VIPs.</td>
<td>S1</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Identify Last Rollcall Soldiers.</td>
<td>1SG or Senior NCO</td>
<td>D-5</td>
<td></td>
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<tr>
<td>Identify SFM escort (if required).</td>
<td>1SG or Senior NCO</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Identify firing team and NCOIC.</td>
<td>1SG or Senior NCO</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Identify work detail and NCOIC.</td>
<td>1SG or Senior NCO</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Coordinate weapons, ammunition, and uniform items with S3 or S4.</td>
<td>Firing Team NCOIC</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Verify clearance for use of blanks with provost marshal.</td>
<td>S3 or Firing Team NCOIC</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Coordinate for musicians.</td>
<td>Chaplain</td>
<td>D-5</td>
<td></td>
</tr>
<tr>
<td>Conduct IPR #1.</td>
<td>Unit XO</td>
<td>D-4</td>
<td></td>
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<tr>
<td>Solicit draft speeches for Unit Cdr’s review and approval.</td>
<td>S1</td>
<td>D-4</td>
<td></td>
</tr>
<tr>
<td>Draft and submit the memorial program to the unit’s COC and obtain approval.</td>
<td>S1 ICW Unit Cdr and Chaplain</td>
<td>D-4 or D-3</td>
<td></td>
</tr>
<tr>
<td>Submit the memorial program to AE P/DCO for printing.</td>
<td>S1</td>
<td>D-4 or D-3</td>
<td></td>
</tr>
<tr>
<td>Submit media coverage plan to Unit Cdr and obtain approval.</td>
<td>PAO</td>
<td>D-4 or D-3</td>
<td></td>
</tr>
<tr>
<td>Complete assembly of memorial display items.</td>
<td>Work Detail NCOIC</td>
<td>D-4</td>
<td></td>
</tr>
<tr>
<td>Conduct walkthrough of event site.</td>
<td>Leadership and Chaplain</td>
<td>D-4</td>
<td></td>
</tr>
<tr>
<td>Conduct firing team rehearsal #1.</td>
<td>Firing Team NCOIC</td>
<td>D-4</td>
<td></td>
</tr>
<tr>
<td>Approve speeches.</td>
<td>Unit Cdr</td>
<td>D-3</td>
<td></td>
</tr>
<tr>
<td>Provide VIP list to 1SG.</td>
<td>S1</td>
<td>D-3</td>
<td></td>
</tr>
<tr>
<td>Complete seating plan.</td>
<td>1SG or Senior NCO</td>
<td>D-3</td>
<td></td>
</tr>
<tr>
<td>Conduct key leader rehearsal: speakers, SFM escorts, firing team, Last Rollcall, usher team NCO, and audio or visual team, or a combination.</td>
<td>Unit XO</td>
<td>D-2</td>
<td></td>
</tr>
<tr>
<td>Conduct IPR #2.</td>
<td>Unit XO</td>
<td>D-2</td>
<td></td>
</tr>
<tr>
<td>Secure GO flag (if applicable).</td>
<td>Work Detail NCOIC</td>
<td>D-1</td>
<td></td>
</tr>
<tr>
<td>Greet SFMs at the airport or travel terminal.</td>
<td>Escort</td>
<td>D-1 or D</td>
<td></td>
</tr>
<tr>
<td>Complete audio or visual preparation, or both.</td>
<td>Local TSC</td>
<td>H-5</td>
<td></td>
</tr>
<tr>
<td>Complete site preparation: memorial display, parking, facility, and latrines.</td>
<td>Work Detail NCOIC</td>
<td>H-5</td>
<td></td>
</tr>
<tr>
<td>Prepare (if needed) and complete SFMs’ waiting area.</td>
<td>Work Detail NCOIC</td>
<td>H-4</td>
<td></td>
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<tr>
<td>EVENT</td>
<td>WHO</td>
<td>WHEN</td>
<td>STATUS</td>
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<tr>
<td>Review plan with musicians.</td>
<td>Chaplain</td>
<td>H-4</td>
<td></td>
</tr>
<tr>
<td>Inspect completed memorial display.</td>
<td>1SG or Senior NCO</td>
<td>H-4</td>
<td></td>
</tr>
<tr>
<td>Inspect uniforms.</td>
<td>1SG or Senior NCO</td>
<td>H-4</td>
<td></td>
</tr>
<tr>
<td>Mark reserved seats.</td>
<td>Work Detail NCOIC</td>
<td>H-3</td>
<td></td>
</tr>
<tr>
<td>Conduct full dress rehearsal for all and complete final preparations.</td>
<td>Unit XO</td>
<td>H-2</td>
<td></td>
</tr>
<tr>
<td>Verify that traffic control measures are in place.</td>
<td>Provost Marshal</td>
<td>H-1</td>
<td></td>
</tr>
<tr>
<td>Verify that ushers are on duty.</td>
<td>Usher Team NCOIC</td>
<td>H-1</td>
<td></td>
</tr>
<tr>
<td>Prepare for SFMs’ arrival.</td>
<td>Leadership and Chaplain</td>
<td>H-1</td>
<td></td>
</tr>
<tr>
<td>SFMs arrive.</td>
<td>Driver and Escort</td>
<td>H-25 minutes</td>
<td></td>
</tr>
<tr>
<td>Brief the SFMs on the event’s elements and potential emotional impact of the Last Rollcall and firing of the volleys.</td>
<td>Leadership and Chaplain</td>
<td>H-20 minutes</td>
<td></td>
</tr>
<tr>
<td>Post GO flag (if applicable).</td>
<td>Work Detail NCOIC</td>
<td>On arrival</td>
<td></td>
</tr>
<tr>
<td>Give “go” to start event.</td>
<td>Unit XO</td>
<td>H Hour</td>
<td></td>
</tr>
<tr>
<td>Transport SFMs to lodging.</td>
<td>Escort</td>
<td>H+10 minutes</td>
<td></td>
</tr>
<tr>
<td>Complete site cleanup and recovery.</td>
<td>Work Detail NCO</td>
<td>H+30 minutes</td>
<td></td>
</tr>
<tr>
<td>Transport SFMs to airport or travel terminal.</td>
<td>Driver and Escort</td>
<td>H+2 or D+1</td>
<td></td>
</tr>
<tr>
<td>Conduct after-action report.</td>
<td>Unit XO</td>
<td>D+2</td>
<td></td>
</tr>
<tr>
<td>Assist SFMs with travel claims and submit to CAC for processing.</td>
<td>S4</td>
<td>NLT D+5</td>
<td></td>
</tr>
</tbody>
</table>

**APPENDIX B
SAMPLE FORMAT OF SEQUENCE OF EVENTS**

<table>
<thead>
<tr>
<th>EVENT</th>
<th>WHO</th>
<th>WHEN</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRELUDE</td>
<td>Musician’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*HOST-NATION NATIONAL ANTHEM (Optional)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOTE: Only required if the host-nation flag is displayed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*U.S. NATIONAL ANTHEM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*INVOCATION</td>
<td>Chaplain’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPENING COMMANDER’S REMARKS</td>
<td>Cdr’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PATRIOTIC OR MEMORIAL READING (Optional)</td>
<td>Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VIDEO TRIBUTE (Optional)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEMORIES OF FRIENDS</td>
<td>Names</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MUSICAL TRIBUTE or MUSIC FOR MEDITATION (Optional)</td>
<td>Musician’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CHAPLAIN’S REMARKS</td>
<td>Chaplain’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLOSING COMMANDER’S REMARKS</td>
<td>Cdr’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*LAST ROLLCALL</td>
<td>1SG’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOTE: Please stand on commander’s cue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*FIRING OF THE VOLLEYS</td>
<td>NCOIC’s Name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>*SOUNDING OF TAPS</td>
<td>Bugler’s Name</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Please Stand
APPENDIX C  
FORMAT FOR THE LAST ROLLCALL

C-1. Commanders will ensure the Last Rollcall is sequenced and used in conjunction with the firing of volleys and taps.

C-2. The deceased Soldier’s commander will designate a senior leader to conduct the Last Rollcall, normally the first sergeant. Ensure the rollcall is slow and meaningful. The leader and Soldiers should all say their words clearly and loudly enough to be easily heard by all.

C-3. The first sergeant will designate three Soldiers who will be present at the ceremony to participate in the Last Rollcall. The three Soldiers will sit with their squads in the chapel. They should not be seated together, but scattered throughout the available seating area.

C-4. At the designated time, the Rollcall leader stands at the front of the chapel to conduct the Rollcall. The audience remains seated. This sample assumes the first sergeant is leading:

“Sergeant Smith.” . . . (Smith, standing: “Here, first sergeant.”)

“Specialist Jones.” . . . (Jones, standing: “Here, first sergeant.”)

“Private First Class Lee.” . . . (Lee, standing: “Here, first sergeant.”)

“Private First Class Doe.” (Deceased Soldier) . . . (There is silence.)

    Pause 5 seconds in silence, then the name is called again slowly and deliberately with the addition of the first name:

“Private First Class John Doe.” . . . (Again, there is silence.)

    After 5 more seconds of silence, the full name is called once again:

“Private First Class John A. Doe, Jr.” . . . (Again, silence.)

C-5. After 5 more seconds of silence, the commander stands as a signal for all to stand. All of the ceremony leaders should be briefed to follow the commander’s cue and stand in unison. The rest of the audience will normally follow the commander’s example, but it may be necessary for the commander to say, “Please stand in honor of our fallen comrade.”

C-6. When all are standing, the firing detail fires the volleys and then the bugler plays taps. It may be necessary to have someone signal the firing party and bugler outside. This should be worked out in the rehearsal.

APPENDIX D  
EXAMPLE OF A MEMORIAL DISPLAY
## APPENDIX F
### SAMPLE MEMORIAL PROGRAM CONTENTS

<table>
<thead>
<tr>
<th><strong>Sample order of ceremony</strong></th>
<th><strong>Insert Soldier’s Picture</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prelude</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*Host-Nation National Anthem</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Note: Optional, only required if the host-nation flag is displayed.</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*U.S. National Anthem</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*Invocation</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Opening Commander’s Remarks</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*Patriotic or Memorial Reading (optional)</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Video Tribute (optional)</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Memories of Friends</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Musical Tribute or Music for Meditation (optional)</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Chaplain’s Remarks</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>Closing Commander’s Remarks</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*Last Rollcall (Please stand on commander’s cue)</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*Firing of the Volleys</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>*Sounding of Taps</td>
<td>Musician’s Name</td>
</tr>
<tr>
<td>* Please Stand</td>
<td>Musician’s Name</td>
</tr>
</tbody>
</table>

### Staff Sergeant John A. Doe, Jr.

Staff Sergeant John A. Doe, Jr., was born in Arlington, Texas, on 1 September 1969. His military career began in October 1989 with his enlistment in the U.S. Army. After completing basic training and advanced individual training, he successfully completed air assault training. He spent 6 years with the prestigious 75th Ranger Regiment in which he was assigned as a rifleman, machine gunner, and team leader. During this time, he graduated from the U.S. Army Ranger School.

Sergeant Doe received an honorable discharge from active duty in 1993. He joined the Army Reserves in 1994. He reenlisted in the Texas Army National Guard in August of 1996 as a 19D, Cavalry Scout.

Sergeant Doe rejoined active duty in September 2001 and was assigned to 1st Platoon, Alpha Company, 1-6 Infantry. During this time, he served as a Squad Leader. Sergeant Doe’s awards include the Meritorious Service Medal (awarded posthumously), the Army Commendation Medal, and the Army Achievement Medal.

He is survived by his wife Joan, daughter Alicia, son Wayne, father Curt Doe, and mother Daisy Doe.
APPENDIX G
MEMORIAL TRIBUTE WRITING TIPS

G-1. GENERAL
Your memorial tribute should be 3 or 4 minutes in length. Your purpose is to honor the deceased, uplift the audience, and strengthen the team. Please write your remarks in full so they can be reviewed.

G-2. TAKE TIME TO THINK AND WRITE
a. Take some time alone to sit in a quiet place and think.

b. Type or write your thoughts. At first, your thoughts may be random and may not follow any particular order or structure, this is fine. Not many people in the grip of an emotional situation have thoughts that flow perfectly.

G-3. READ AND REVISE YOUR WRITING
a. Once you have recorded your thoughts, read through them. If you have written them on a pad or a piece of paper, go back and number them in order of importance. If you are using a computer, cut and paste words and sentences after formatting for numbering. Do not be afraid to add or delete.

b. What you are thinking really depends on you. What you want to say will vary according to your situation. However, you want to ensure that you are true to your feelings, true to the memory of the deceased, and conscious of the feelings of those who will be listening to what you are saying. Think of the following:

(1) Pick a tone. This is the point where you decide if you want to be serious, sentimental, or lighthearted. A good memorial tribute does not have to be solemn and serious if that was not the deceased’s character. Pick the tone that best fits the situation. If the deceased was more formal or traditional, write and organize your thoughts in such a way. If the deceased was a jolly person who loved a laugh, your tribute can be written in a more lighthearted tone. If the deceased was someone of deep sentiment and emotion, a more sentimental memorial tribute is appropriate.

(2) Ensure your words are respectful and positive. A good rule to keep in mind is that you should not say anything in a memorial tribute that you would not have said to the deceased when he or she was alive, or would not say to the deceased’s parents or spouse.

(3) Do not be afraid to get personal. Talk about moments that you shared with the deceased—moments that define him or her and shared relationships.

(4) Write short sentences. Long sentences track well on paper, but can be confusing when said in front of an audience.

(5) Write from your heart. The most lasting memory that people will take from your memorial tribute is what you tell them that is most heartfelt. You can be heartfelt without being overly emotional. Just keep in mind the best qualities of your loved one or friend and remind the audience that those qualities will continue.
APPENDIX H
SAMPLE BIOGRAPHY

SOLDIER’S BIOGRAPHY

Staff Sergeant John A. Doe, Jr.

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He is survived by his wife Joan, daughter Alicia, son Wayne, father Curt Doe, and mother Daisy Doe.

APPENDIX I
SAMPLE CHECKLIST OF MEMORIAL TRIBUTE DATA

1. Civilian History
   a. Date and place of birth: _____________________________________
   b. Home of record (present residence): _____________________________________
   c. Civilian schools attended (list degrees, certificates): __________________________
   d. Married: Yes __No __ Date ______ Place of marriage __________________________
   e. Family (names and relationships):
      __________________________________________________________________________
      __________________________________________________________________________
      __________________________________________________________________________
   f. Significant positions in civilian life:
      __________________________________________________________________________
   g. Church or fraternal organizations:
      _______________________________________________________________

2. Military History
   a. Date and place of entry into active duty: __________________________
   b. Sequence of assignments with dates and positions held:
      __________________________________________________________________________
   c. Military schooling:
      __________________________________________________________________________
   d. Awards and decorations:
      __________________________________________________________________________

3. Other Information
   a. Date and place of death:
      __________________________________________________________________________
   b. Surviving Family members and relationship:
      __________________________________________________________________________
GLOSSARY

1SG  first sergeant
AE  Army in Europe
AEPUBS  Army in Europe Library and Publishing System
AR  Army regulation
bn  battalion
CAC  casualty assistance center
cdr  commander
c0  company
COC  chain of command
DA  Department of the Army
DAPS  Document Automation and Production Service
DOD  Department of Defense
DVD  digital video disk
FM  field manual
GO  general officer
HQ  headquarters
HQ USAREUR  Headquarters, United States Army Europe
ICW  in coordination with
IPR  inprogress review
ITA  invitational travel authorization
NCO  noncommissioned officer
NCOIC  noncommissioned officer in charge
OCH  office of the chaplain
P/DCO  printing/duplicating control officer
PAO  public affairs office
S1  adjutant
S3  operations and training
S4  logistics
S6  information management
SFM  surviving Family member
TSC  training support center
U.S.  United States
USAREUR  United States Army Europe
VIP  very important person
XO  executive officer