

**4th Infantry Division and Fort Carson
Standing Operating Procedure (SOP)**

Memorial Honors

Headquarters

4th Infantry Division

Fort Carson, Colorado

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Religious Support
MEMORIAL HONORS SOP

History. This is a new publication.

Summary. This SOP provides information on procedures and responsibilities for preparing, coordinating, and executing Memorial Honors.

Applicability. This SOP applies to all organizations assigned or attached to 4th Infantry Division and Fort Carson.

Proponent and exception authority. The proponent of this publication is the 4th Infantry Division Chaplain.

Army management control process. This publication does not contain management control provisions.

Supplementation. Supplementation of this publication is prohibited without prior approval from the 4th Infantry Division Chief of Staff.

Suggested Improvements. Users of this regulation are invited to send comments and suggestions for improvement to the 4th Infantry Division Chaplain, Fort Carson, Colorado 80913

(AFYB-CH)



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Distribution. This publication is only available in electronic media.

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4th Infantry Division Memorial Honors Standing Operation Policy (SOP)

I. References:

- a. AR 165-1, Army Chaplain Corps Activities, 23 June 2015.
- b. AR 600-20, Army Command Policy, 6 November 2014.
- c. AR 600-25, Salutes, Honors and Visits of Courtesy, 24 September 2004.
- d. JP 1-05, Religious Affairs in Joint Operations, 20 November 2013
- e. AR 840-10, Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates, 15 June 2017
- f. ATP 1-05.02, Religious Support to Funerals and Memorial Ceremonies and Services, 29 March 2013.
- g. FM 1-05, Religious Support, 5 October 2012.
- h. FM 7-21.13, The Soldiers Guide, 01 November 2015.
- i. TC 3-21.5, Drill and Ceremonies, 20 January 2012.
- j. AR 1-33 The Army Memorial Program 30 May 2006

II. Purpose. This document provides 4th Infantry Division (4ID) and Fort Carson leaders, staff, and subordinate units with guidance regarding preparation, coordination, and execution of Memorial Honors in 4ID and Fort Carson, Colorado.

III. Scope. This policy addresses any Memorial Honors conducted following the death of a Service Member assigned, or attached, to 4ID and / or training on Fort Carson, Colorado during the time of their death.

IV. Applicability. This policy applies to all Memorial Honors conducted on Fort Carson, either by tenant units or units temporarily assigned to Fort Carson. As units deploy to other theaters of operations, they should comply with local policies of the command to which they are assigned or attached. Memorial Honors will be conducted for all personnel regardless of the circumstances of death, except for the following Command Exceptions.

a. Command Exceptions. Unit commanders may request an exception to policy not to conduct a Memorial Honors through their command channels. The first General Officer in the chain of command may approve the exception only when the deceased Service Member has been:

- 1. Convicted of a capital offense under Federal or State Law for which the person was sentenced to death or life imprisonment without parole.

2. Convicted of a serious offense, which is defined as a military or civilian offense, which if prosecuted under the Uniform Code of Military Justice, could be punished by confinement of 6 months or more and/or punitive discharge.

3. Found by the first General Officer in the chain of command to have committed a capital offense or serious offense, as used herein, but the deceased Service Member has not been convicted of such crime because the Service Member was not available for trial due to his/her death.

V. General. This SOP standardizes Memorial Honors and provides procedures for all personnel. Requests for exception to policy will be directed through the chain of command to the 4th Infantry Division Chief of Staff.

a. Introduction. The intent of Memorial Honors is to focus on the unit and its Soldiers. The event facilitates closure and aid in the shock and denial surrounding the death, enabling the unit to move forward with its collective missions. Commanders' remarks will address what is to be learned from the death and chaplains will address the needs of Soldiers.

b. Family Members. Family members are invited, but not required. If Family members desire to attend, they must acknowledge this is a command event. The desires of surviving Family members are executed in a separate or subsequent event in the form of a graveside interment or a funeral service.

VI. Policies. Memorial Honors (Memorial Ceremonies and Memorial Services) are command led, official, government ceremonies of a patriotic and inspirational nature, and are not faith specific or sectarian in nature. Memorial Honors assist unit survivors, comrades, Family members, and communities as they process the loss of a fellow Service Member and honor their dedicated service. The goal of establishing these responsibilities is to ensure that all Memorial Honors are conducted with dignity and honor.

VII. Explanation of Terms.

a. Memorial Ceremony. A Memorial CEREMONY is primarily a ceremonial program with a prescribed patriotic and inspirational orientation which includes Military Honors (Final Roll Call, Firing of Volleys, and Playing of Taps). Although there may be religious aspects to the ceremony, such as scripture readings and prayer, the major focus will be on military tributes and honors. *Commanders may require Service Members to attend a Memorial Ceremony.*

b. Memorial Service. A Memorial SERVICE is primarily a religious program in nature, and will *not* include Military Honors (Final Roll Call, Firing of Volleys, and Playing of Taps). In the event of the Service Member's death by suicide, Commanders may conduct a Memorial Service. *Commanders cannot make attendance mandatory at a Memorial Service* (AR 600-20 Army Command Policy, Chapter 5, Paragraph 14, Unit Memorial Policy).

VIII. Order of Events.

a. Memorial Ceremony.

Prelude Music
Video Tribute (*OPTIONAL prior to the beginning of the ceremony*)
Welcome Remarks
Invocation
Commander's Remarks
Service Member'(s) Tribute(s)
Scripture Reading
Memorial Meditation
Benediction
Bagpipes (OPTIONAL)
Last Roll Call
Firing of Volleys
Taps
Rendering of Personal Honors
Postlude Music

a. Memorial Service.

Prelude Music
Welcome Remarks
Invocation
Commander's Remarks
Service Member'(s) Tribute(s)
Scripture Reading
Memorial Message
Silent Tribute
Benediction
Postlude Music
(The Memorial Service will NOT include Military Honors.)

IX. Procedures.

a. Scheduling Memorial Honors.

1. Units will make every effort to conduct a ceremony NLT seven days after the official notification of NOK.

2. Units in 4ID will coordinate the official date of the Memorial Honors with the 4ID Secretary of the General Staff (SGS) at (719) 503-0010 to ensure the Commanding General (CG) and Command Sergeant Major (CSM) or their representatives can be present.

3. Separate Brigades and Tenant Units will coordinate the official date of the Memorial Honors with the 4ID SGS at (719) 503-0010 to ensure the 4ID CG and CSM or their representatives can be present.

4. Exceptions to the regular schedule of Memorial Honors will be submitted through the 4ID SGS for approval by the Chief of Staff at (719) 503-0010.

5. In the event of multiple deaths within a short period of time, the appropriate commanders and officiating chaplains may plan a unified event.

b. Location of Event. Memorial ceremonies will normally be conducted at the Soldiers' Memorial Chapel (SMC). Coordinate the date with the SMC at (719) 526-0261.

c. Rehearsals. Rehearsals for memorial ceremonies are mandatory. A Key Leader Rehearsal (KLR) and a Full Dress Rehearsal (FDR) are required to ensure professional and honorable execution of the Memorial Honor. Coordinate the schedule of rehearsals with the SMC at (719) 526-0261.

d. Length of Event. Memorial ceremonies will follow IAW the sequence of events noted in this SOP and will not exceed 30 minutes. If a unified event for multiple Service Members is necessary, additional time may be allotted to conduct the event NTE 45 minutes.

e. Bulletin and Display. The Memorial Honor bulletin and display will be standardized in accordance with appendix G.

1. The officiating chaplain will turn the first draft copy of the bulletin into the S1 / G1 for editing before the KLR. The chaplain will turn the revised copy of the bulletin into the supervisory chaplain for editing after the KLR and before the FDR. After it meets the supervisory chaplain's approval, the chaplain will forward the bulletin to the 4ID Chaplains Office for final review.

2. Once the bulletin has received the final review, it will go back to the officiating chaplain for the commander's / CSM final approval. The final bulletin will be printed and reproduced for the Memorial Honor.

f. Uniform.

1. The Army Service Uniform (ASU) is the designated uniform for the official party and other program personnel (CSM, 1SG, ushers, firing party, bugler and Family escort).

2. The officiating chaplain will not wear vestments; however, a military issue chaplain stole is appropriate.

g. Tributes. Eulogies and tributes will convey meaningful messages and memories of the deceased and not just reiterate the biography. Ensure comments honor the deceased and uplift the audience as they reflect on the memory of their fellow Service Member. **Remarks will not personally acknowledge General Officers or distinguished visitors.**

1. Commander and Service Members tributes will not exceed 5 minutes each in length.

2. Chaplain meditation will not exceed 5 minutes in length and must do the following:

(a) Honor the Service Member. Help the audience feel connected to the deceased; give them permission to grieve and invite them to live honorably in accordance with the Army Values.

(b) Comfort the grieving. Address the tough question of death and acknowledge the grief which the audience is experiencing. The chaplain communicates comfort and consolation in times of loss and grief.

(c) Reconstitute the unit. The living go on living; Soldiers go on soldiering. The chaplains communicates hope for the future, and promotes life.

(d) Death by suicide. In the case of death by suicide, the officiating chaplain will acknowledge suicide. The chaplain will strike the balance of honoring the Soldier's service and addressing suicide as a poor moral choice. Further, the chaplain will urge Soldiers who may contemplate suicide to seek help and to make wise choices to go on living.

3. The officiating chaplain will deliver the invocation, memorial meditation, and benediction. If the unit chaplain is unavailable or absent, the supervisory chaplain will perform these aspects of the ceremony. If the unit chaplain, the supervisory chaplain or another chaplain within the brigade is unable to perform the chaplain's role, the Division Chaplain will provide a chaplain for the Memorial Honor.

h. Reserved Seating. The command will reserve the first two rows on the right side of the chapel (or designated memorial area) for the Family of the deceased Service Member. The first three rows on the left side will be reserved for command teams and distinguished guests who attend the Memorial Honor (see appendix F for seating). The unit S1 will identify commanders and other guests attending in order to reserve seats IAW the unit RSVP process before the FDR.

i. Brigade Unit Ministry Teams.

1. All Chaplains in the brigade of the fallen Soldier will wear ASUs in order to provide support to the officiating Chaplain and to the fallen Soldier unit members at the

Memorial Honors. The Brigade Chaplain may require all Brigade UMT members to attend the Memorial Honors in ASUs.

2. The Brigade Chaplain has the authority to grant exceptions to UMT attendance when mission requires.

j. Informing the Family. CAO or the command representatives will inform the Family of the date, time, and location of the Memorial Honor IAW established Casualty Affairs Office procedures. The command invites the Family. Family members are NOT required to attend a Memorial Honor, and the scheduled date and time of the Memorial Honor will not be adjusted to accommodate the Family. These events are for the unit, but Family members are more than welcome to attend. When Family members attend, commanders will designate an escort to meet them and escort them through the sequence of event.

k. Attendance by Family. Sequence of events when Family is present:

1. The escort will assemble the Family in an appropriate area of privacy. This area should include coffee, tea, water and tissues. This will allow the General Officer to pay respects before or after the Memorial Honor. Five minutes prior to the event the General Officer or designated representative will be escorted to their designated seat. If Family members are present, the event will begin when they are seated.

2. When Family members are present, the commander's representative will brief the Family on Military Honors (Last Roll Call, Firing of Volleys, and Playing of Taps) in order to prepare them and to ensure the Family's emotional readiness. Military Honors assist in the healing process, helping to facilitate closure for Soldiers.

3. Upon completion of the Memorial Honor, the members of the official party are the first group to render personal honors. After the official party renders honors, the Family escort invites the Family to approach the memorial display to render honors and then leads the Family out of the sanctuary to an appropriate area of privacy following the same route by which the Family entered. An usher will guide the Commanding General and DCSM (or their representatives) to render honors. Brigade command teams and other distinguished visitors then render honors.

4. After the official party, CG and DCSM, and VIPs have rendered honors ushers will direct the Soldiers of the unit and other guests to move forward in groups of two or more to render personal honors.

l. Non-attendance by Family. When the Family is not present, the sequence of events will be:

1. An usher will seat the Commanding General (CG) or their representative not later than two (2) minutes prior to the Memorial Honor. The ceremony will begin once the CG or representative is seated.

2. Upon completion of the Memorial Honor, after the official party has rendered honors, an usher will guide the CG, DCSM, VIPs and distinguished guests to render honors.

3. After the official party, CG, DCSM, VIPs and distinguished guests have rendered honors the ushers will direct the Soldiers of the unit and guests to move forward in groups of two or more to render personal honors.

m. Visual Information (VI) Coordination.

1. Not later than twenty (20) minutes before the Memorial Honor begins, approved photographers may take photos of the memorial display, firing party, and speakers. Photos taken during the Memorial Honor must maintain respect for the Service Member. Photographers will refrain from disrupting the event by excessive movement and noise. No camera flash will be used once the event begins.

2. Video cameras may be used during the Memorial Honor but will not disrupt the flow of traffic and should remain as inconspicuous as possible.

n. Key Leader Rehearsal (KLR). All participants will conduct a KLR two days prior to the Memorial Honor. The KLR will involve the CDR, CSM, 1SG, officiating chaplain, supervisory UMT, firing party, ushers, and speakers. The KLR will focus on:

1. The official party's entry and exit, all movement to and from the podium, and the rendering personal honors;

2. Usher / Escort duties to include VIP seating;

3. Firing of Volleys to include key commands and synchronization with order of the Memorial Honor;

4. CSM validation of the Memorial Display, including the national colors.

o. Full Dress Rehearsal (FDR). All participants will conduct a full dress rehearsal one day prior to the Memorial Honor. All FDRs will involve all participants in the rendering of honors.

1. All actions will be conducted during the full dress rehearsal. The Memorial Honor bulletin will be printed, the full script will be read and rehearsed, including firing party and ushers / escorts. Stating "remarks complete" does not constitute a full dress rehearsal.

2. All participants (from the senior leader to the junior leader) will have all comments printed in advanced using Arial font, a minimum size of 18 pt. placed in plastic sleeves in a 3-ring binder. Note: The officiating chaplain will collate and edit all comments for propriety, length, and grammatical flow (prior to the FDR). Because

memorials are recorded and given to PNOK and NOK, comments and remarks must be appropriate for all Family members to hear.

p. Public Affairs Office (PAO).

1. Media are invited to Memorial Honors for combat related deaths as directed by Fort Carson PAO with the exception of 10th Special Forces Group (Airborne) Soldiers, for that unit, coordinate with the PAO to determine if that is desired.

2. Media attendance at all other Memorial Honors maybe requested by exception through the Division PAO to the Chief of Staff for approval.

3. Media Relations works with the unit of the fallen Soldier to determine date and time of media release and also to designate a unit spokesperson to talk with media after the Memorial Honor.

4. Media Relations will coordinate the release and distribute 48 hours prior to the ceremony.

5. At the memorial, reporters may go into the chapel to listen to the memorial, all cameras and recording devices will remain outside. Recommend two personal from PAO for the escort, one to go into the chapel and one to stay with the cameras outside.

6. After the memorial, the unit spokesperson will be interviewed outside the chapel. Once all respects have been paid to the fallen Soldier, cameras may be taken into the chapel to document the Memorial Honors display.

7. Not later than twenty (20) minutes before the Memorial Honor begins, approved photographers may take photos of the memorial display, firing party, and speakers. Photos taken during the Memorial Honor must maintain respect for the Service Member. Photographers will refrain from disrupting the event by excessive movement and noise. No camera flash will be used once the event begins.

q. Division Protocol Office. Division Protocol will provide support as necessary to the unit before and during the Memorial Honors. The unit S-1 will coordinate support with the Protocol Office.

X. Responsibilities.

a. Commander

1. The unit commander will coordinate and forward the date and time of the Memorial Honor to 4ID Command Group through the SGS (see Appendix I).

2. The unit commander, in coordination with the officiating chaplain will prepare, and conduct the Memorial Honor utilizing the checklists provided in this SOP.

b. Command Sergeant Major

1. The unit CSM will ensure the unit attends the memorial ceremony.
2. The unit CSM will ensure all memorial items IAW the SOP are present.
3. The CSM will ensure the chapel is cleaned prior to and after the event. All chapel items removed in order to conduct the event will be returned to its proper place.
4. The CSM will coordinate with SGS and Garrison to ensure all flags on post, to include school flags, are flown at half-staff the day of the Memorial Honor.

c. Officiating Chaplain

1. The officiating chaplain will serve as the OIC, Master of Ceremony, Narrator.
2. The officiating chaplain will plan and conduct the Memorial Honor IAW attached appendices.
3. The officiating chaplain will notify the Supervisory Chaplain of times and location for rehearsals and the Memorial Honor.
4. The officiating chaplain will submit an AAR to the supervisory chaplain and the Division Chaplain NLT five working days following the event using Appendix K.

d. Supervisory Chaplain

1. The supervisory chaplain and Religious Affairs Specialist (RAS) / NCO will provide guidance and support to the officiating chaplain and RAS as needed.
2. The supervisory chaplain and RAS / NCO will notify the 4ID Chaplains Office of DTG for rehearsals and the Memorial Honor.

XI. Appendices.

- A. Sample Time Line for Memorial Planning.
- B. Memorial Checklists
 - B1. CDR / 1SG Checklist
 - B2. Officiating Chaplain Checklist
 - B3. Supervisory Chaplain Checklist
 - B4. S1 / G1 Checklist

- C. Sample Memorial Script
- D. Format for Last Roll Call
- E. Arrangement of Memorial Display
- F. Arrangement of Seating
- G. Sample Memorial Bulletin
- H. Personnel Requirements
- I. Announcement to Command Group
- J. Sample Commander's Remarks
- K. Chaplain AAR Format
- L. Sample Letter of Sympathy
- M. Reception Area Setup
- N. Phone Numbers

APPENDIX A

SAMPLE TIMELINE FOR MEMORIAL PLANNING

When	What	Who
Date of Loss (NLT D-10)	Unit notified of death; Key Leaders identified; planning begins	CDR, CSM, Staff
D-10 to D-3	Memorial Honors planning and coordination	CDR, CSM, Staff
NLT D-3		
	Firing team practice, Key Leader walk-thru	Firing team, Key Leaders
	IPR 1 (review Standing Order; eulogy data sheet; identify participants; task details)	CDR, CSM, Key Leaders
NLT D-2		
	KL rehearsal; firing team practice	Key Leaders
	IPR 2 (AAR rehearsal; track tasks; finalize bulletin; prepare chapel / designated area)	CDR, CSM, Key Leaders
D-1		
	Chapel / designated area set-up	1SG / NCOIC, UMT, Unit detail
	Full Dress Rehearsal	All participants
	Complete chapel / designated area set-up and clean up	1SG / NCOIC, unit detail
	IPR 3 (AAR rehearsal; finalize VIP seating)	Key Leaders
D-Day		
NLT H-2 hour	Complete set-up	1SG / NCOIC, UMT, detail
H-1 hour	All participants present	All
H-5 minutes	Service members, Families seated	Ushers
H-2 minutes	CG/VIPs/Guests seated	Ushers
H-hour	Memorial Honor begins	All
H+60 minutes	Begin tear-down, restore chapel/ designated area	1SG/NCOIC, detail
D+5	Officiating Chaplain submits AAR	UMT

**APPENDIX B
MEMORIAL CHECKLISTS**

B1. COMMANDER'S / 1SG CHECKLIST

Action	Date Complete
Communicate personally with NOK	
Designate speakers	
Prepare comments for Commander's Remarks	
Coordinate with S-3 / SGS prior to determining ceremony DTG See Appendix N for contact info.	
Verify admin and biographical data for memorial bulletin	
Coordinate with unit S1 for bulletin preparation	
Schedule rehearsals	
Coordinate with the Garrison Religious Support Office for delivery of memorial display box to Chapel / designated area for rehearsals and ceremony. The Unit will provide the following equipment: rifle, bayonet, helmet, boots, ID tags, unit colors. See Appendix N for contact info.	
Designate minimum of eight (8) ushers and arranged for transportation to rehearsals and ceremony	
Designate Senior Leader to conduct Last Roll Call	
Coordinate for bugler. See Appendix N for contact info.	
Coordinate with VI to video-record ceremony for presentation to Family. See Appendix N for contact info.	
Coordinate with BDE PAO to photograph the Memorial Honors	
Coordinate with Media Relations for media coverage (as needed). See Appendix N for contact info.	
Coordinate with S1 for posthumous award(s)	
Prepare condolence letter to Family. See Appendix L.	
Conduct pre-inspection of participants at rehearsal and day of ceremony	
Conduct final site inspection	
Assess unit morale and impact of loss	
Provide PNOK address to the SGS for CG letter to Family. See Appendix N for contact info.	
Condolence Letter to Family	
4 weeks after ceremony follow up phone call / contact by Unit Leader	

B2. OFFICIATING CHAPLAIN'S CHECKLIST

Action	Date Complete
Assess unit morale and provide pastoral care to unit	
Advise commander on planning and execution of Memorial Honor	
Notify supervisory chaplain of DTG rehearsals and ceremony	
Verify reservation of approved chapel	
Liaison between unit and chapel staff during all phases	
Coordinate services of musician and / or special music (if applicable)*	
Review draft bulletin and send to supervisory chaplain for review	
Prepare memorial remarks / meditation / prayers	
Coordinate with the command to conduct rehearsals	
Advise NCOIC on preparation of chapel	
Collate memorial script and all remarks in memorial binder	
Review and edit all participants' remarks for length and appropriateness	
Coach participants with respect to public speaking (as necessary)	
Conduct final site inspection with CSM / NCOIC	
Submit AAR NLT five (5) days after completion of ceremony through supervisory chaplain to the command chaplain	

B3. SUPERVISORY CHAPLAIN'S CHECKLIST

Action	Date Complete
Provide guidance and support to unit chaplain as needed	
Notify 4ID Chaplains Office of DTG for rehearsals and Memorial Honor, and include unit chaplain's assessment of unit	
Review / edit draft bulletin and forward to 4ID Chaplain for review	
Submit finalized bulletin to 4ID Chaplains Office	
Review unit Chaplain's memorial meditation for content and length	
Review SOPs, OPORD and advise leaders as necessary (If requesting support from 4ID Band)	
Attend rehearsals	
Coordinate attendance of all Chaplains in ASUs at Memorial Honors	
Collect Unit Chaplain Lessons Learned and forward to Division Chaplain NLT five (5) days after completion of ceremony	

B4. S1 CHECKLIST

Action	Date Complete
Gather all biographical data on deceased Service Member for inclusion in the memorial bulletin to include the following:	
Date and Place of Birth: Military History: Date and Place of Entry to Military Service: Sequence of Assignments with Dates and Positions Held: Accomplishments: Military Schools: Awards and Decorations: Survivors' Names and Relationships:	
Review the Memorial Honors bulletin and submit to the officiating chaplain for preliminary approval. Then the officiating Chaplain will submit the bulletin to the supervisory chaplain prior to the unit Commander for final approval.	
Process final awards for inclusion in the memorial bulletin and the deceased Service Members official records.	
Work with 4ID Protocol to prepare a seating plan for senior commanders and other distinguished guests for use by the ushers.	
Coordinates with FRL for guest book, shadow box and reception	

B5. FAMILY READINESS LEADER (FRL) CHECKLIST

Action	Date Complete
Coordinates with Division FRL / Home Front Cares for Guest Book and Shadow Box	
Ensure family reception area is set up (see APPENDIX M)	
Coordinates with Division FRL / Home Front Cares for refreshments in reception area.	
Ensures Guest Book is moved from the foyer to the reception area to ensure all have had a chance to sign it	

APPENDIX C
MEMORIAL SCRIPT

H-15 min: PRELUDE (sooner if guests arrive early)

Play video / photo tribute (OPTIONAL)

H-5 min: CG or representative escorted into auditorium

CHAPLAIN: *"Ladies and gentlemen, the ceremony will begin in 5 minutes. Please find your seats and silence all electronic devices."*

H-2 min: CHAPLAIN: *"Ladies and gentlemen, the ceremony will begin in 2 minutes. Please take your seats and silence all electronic devices at this time."* (**Video tribute will stop.**)

- **WELCOME REMARKS**

CHAPLAIN: *"Ladies and gentlemen, welcome to the Memorial Honors for _____ . Please rise for the Invocation."*

- **INVOCATION** (NTE 1 min)

CHAPLAIN: *"Please be seated."*

- **BN COMMANDER'S (or designates) REMARKS** (NTE 5 min)

- **CO COMMANDER'S (or designates) REMARKS** (NTE 5 min)

- **SERVICE MEMBER'S TRIBUTE** (NTE 5 min)

- **SCRIPTURE READING**

- **CHAPLAIN'S REMARKS** (NTE 5 min)

- **SILENT TRIBUTE** (NTE 15 sec)

CHAPLAIN: *"At this time, let us observe a moment of silence for RANK / NAME."*

- **BENEDICTION** (Chaplain)

CHAPLAIN: *"Please rise for the benediction and remain standing for the last roll call and rendering of honors."*

(After benediction, 1SG or designate moves to center of memorial display, faces audience)

- **BAGPIPES** (OPTIONAL)

- **LAST ROLL CALL** (1SG or designate)

- **FIRING OF VOLLEYS**

- **TAPS** (at conclusion of Taps, 1SG exits right and returns to seat)

- **CONCLUSION**

(Ushers move to front of aisles and prepare to release command teams)

CHAPLAIN: *"Ladies and gentlemen, please be seated. This concludes the Memorial Honors for _____. Please remain seated until the official party have rendered honors. If you must leave, please wait until the official party has departed, then do so reverently and silently by making your way to the outside aisles and exiting through the back of the sanctuary. Thank you for your attendance."*

Special Notes:

1. Official party exits platform and renders honors, followed by 4ID CG and CSM and their guest (or reps) and then by distinguished visitors.
2. Total time from official party's entrance to official party's exit NTE 30 min.
3. Ensure all photos are free of anything that would dishonor the service member, unit or the Army (check photo backgrounds).
4. Ensure any music is free of objectionable lyrics (instrumental music is recommended)
5. Ensure pictures used in slideshow honor the Service Member and unit.
6. **Reminder: Last Roll Call, Firing of Volleys and Taps are not included in a Memorial Service.**

APPENDIX D

FORMAT FOR THE LAST ROLL CALL

1. The Last Roll Call is a military tradition that pays honor to the deceased Service Member and will be present in all 4ID and Fort Carson Memorial Ceremonies.
2. The Commander will designate a senior leader, normally the Service Member's First Sergeant, to conduct the Last Roll Call.
3. The Commander will designate three Service Members who will be present at the ceremony to participate in the Last Roll Call.
4. The three Service Member's may sit with their squads in the chapel/ designated area. They should not be seated together.
5. The designated leader will stand at the front of the chapel / designated area.
6. Upon completion of the Benediction, the First Sergeant will proceed with the Last Roll Call:
 - "Sergeant Smith!"..... (Smith replies, "Here, First Sergeant.")
 - "Specialist Jones!"..... (Jones replies, "Here, First Sergeant.")
 - "Private First Class Lee!"..... (Lee replies, "Here, First Sergeant.")
 - "Specialist Doe!"..... (Silence.)
 - After three seconds of silence, the name is called again:*
 - "Specialist John Doe!"..... (Again, silence.)
 - After three seconds of silence, the full name is called as follows:*
 - "Specialist John Alvin Doe, Jr."..... (Again, silence.)
7. Upon completion of the third calling for the deceased Service Member, the firing party NCOIC will receive the signal to fire and will give the command to fire the volleys (a pause of three to five seconds is appropriate after the third calling of the deceased Service Member's name). The First Sergeant will remain at attention in front of the memorial display until the completion of "Taps."
8. Firing of Volleys
9. The bugler will play "Taps" immediately after the firing party moves to "present arms."
10. Taps completed, the firing party moves to "order arms" and "parade rest."

APPENDIX E

ARRANGEMENT OF MEMORIAL DISPLAY

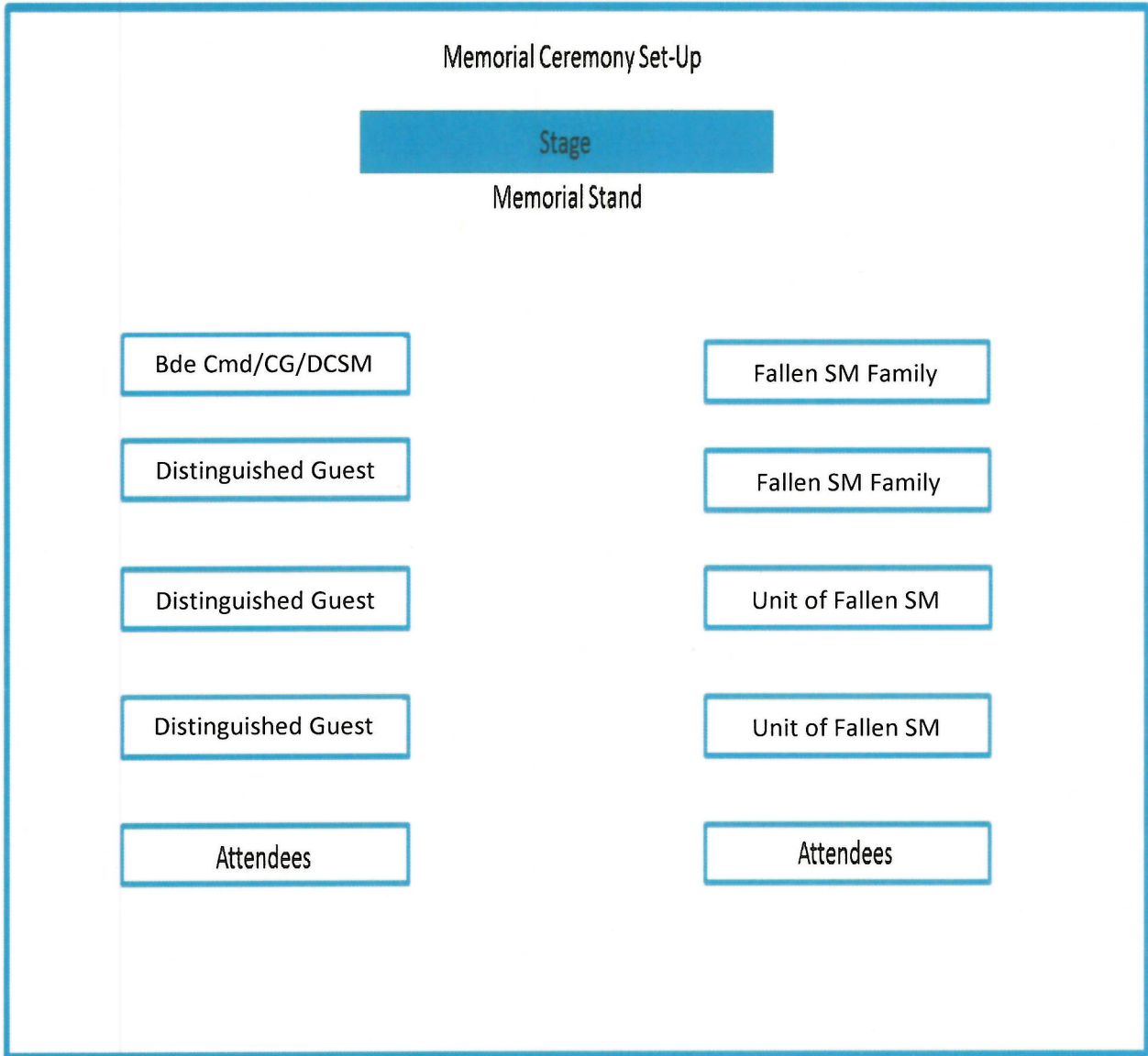


Display Items:

1. Memorial Stand (Garrison Religious Support Office Provides)
2. Flag / Color Stand (Garrison Religious Support Office Provides)
3. National Colors (Protocol)
4. Unit Colors (Unit Provided)
5. Unit Guidons (Unit Provided)
6. Rifle (M16 / M4) (with unloaded magazine, commander's discretion) (Unit Provided)
7. ACH with OCP camouflage. (Unit Provided)
8. ID Tags (Ensure ID Tags are for the SM being honored) (Unit Provided)
9. Bayonet (if required for display box) (Unit Provided)
10. Boots (Unit Provided)
11. Photo (Unit Provided)
12. Tripod for photo (if enlarging). **NOTE: ONE Enlarged Photo may be placed on the platform to the right and slightly to the rear of the memorial stand.** (Unit Provided)

APPENDIX F
ARRANGEMENT OF SEATING

(FOR PLANNING AND ORIENTATION PURPOSES ONLY)



APPENDIX G
SAMPLE MEMORIAL BULLETIN

SEE ATTACHED DOCUMENTS
NO CHANGES WILL BE MADE TO BULLETIN FORMAT

APPENDIX H
PERSONNEL REQUIREMENTS
(Official Party in bold type)

1 Battalion Commander

1 Company Commander

1 or 2 Service Members to offer tribute

1 Chaplain

1 1SG (or appropriate senior leader) for Last Roll Call

8 Ushers (includes 2 Service Members to distribute memorial bulletin)

1 Photographer

1 or 2 video recorders

8 Service Members for Firing Team (7 riflemen and 1 NCOIC)

1 Bugler. See Annex N for contact info.

1 Contract Musician (Contact Garrison Religious Support Office). See Annex N for contact info.

2 Soundboard Operators (RAS / NCO and S6 rep)

APPENDIX I
ANNOUNCEMENT TO THE COMMAND GROUP

ROUTING E-MAIL MESSAGE

1. Commanding General
2. DCSM
3. Chief of Staff, SGS, 4ID
4. Division Chaplain, 4ID
5. CG's Aide

Remarks

A Memorial Ceremony for SGT John A. Doe, Jr., of Company A, (Battalion) will take place at 051100NOV20XX at Soldiers' Memorial Chapel / designated area. The Family will / will not be present.

APPENDIX J

SAMPLE COMMANDER'S REMARKS

SPC John Doe was a man that everyone in our company knew. He arrived here a "Newbie" just a year ago. SPC Doe came here to work and to learn. He gained rank quickly and had already been recommended for E5 on two occasions; only his short time in service and time in grade kept him from being promoted. He and PFC Smith made up the recovery team that probably came to pick you up on at least one occasion. He took over the responsibilities of Senior Recovery Operator. Two months prior to the annual inspection, he took on the additional responsibility of being company TAMMS Clerk. He learned fast and worked hard to understand the Army Maintenance System and to develop his records the way the book had it. It took many extra non-duty hours to prepare TAMMS for inspection. He was recommended for the Army Commendation Medal for his efforts on the Command Inspection. Alpha Company's success on the inspection would not have happened without SPC Doe's efforts and dedication to duty.

He was a man who accepted responsibility. When SSG Supervisor went back to Wiesbaden, he left SPC Doe in charge of the motor pool. The Motor Platoon reported that they had released a vehicle to SPC Doe for his recovery mission and there was no doubt in his mind what had to be done. He took the initiative to go make the recovery. Unfortunately, mechanical failure in a critical situation took his life.

Yesterday, SSG Supervisor and I had the unpleasant task of going through and making an inventory of SGT Doe's personal belongings. His photographs touched me deeply. It was obvious that he valued his friends and his friends valued him - those photos are of you. They are a sixteen-month history of Alpha Company. There are pictures of the 1st Annual Easter Bowl Football Game during Cardinal Point II. There are pictures of you folks out there.

SPC Doe bought a big car so that he could fit all his friends in. Times in Alpha Company have not always been easy, but we have always pulled together and given our best effort. We are all going to miss SPC Doe and his snappy remarks very much.

Friends will remember that they ate, slept, and worked with him. They will remember that he was a dependable and hard worker. I will remember him trying to explain why the weekly vehicle report, was messed up. We will remember him in different ways; but all of us will remember him as a friend and as a Service Member who excelled in both field and garrison. Farewell, SPC John Doe - you were one of the best.

APPENDIX K
OFFICIATING CHAPLAIN'S AAR FORMAT



DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS BATTALION, 4th Infantry DIVISION
FORT CARSON, COLORADO 80913

OFFICE SYMBOL

9 November 201x

MEMORANDUM FOR RECORD

SUBJECT: SPC John A. Doe, Jr. Memorial Honors AAR

1. **PURPOSE:** To identify significant results that could affect future Memorial Honors in 4th Infantry Division and make recommendations or conclusions on significant findings.
2. **FORMAT:** Address each strength and deficiency of the Memorial Honor separately and in the Format below and submit AAR to the 4th Infantry Division Chaplain's office NLT five working days following the event.
 - a. Issue
 - b. Discussion
 - c. Recommendation
3. The point of contact is the undersigned at 744-0000.

JOHN A. CROSS
Chaplain (CPT) USA
Battalion Chaplain

APPENDIX L

SAMPLE COMMANDER'S LETTER OF SYMPATHY



DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS BATTALION, 4th Infantry DIVISION
FORT CARSON, COLORADO 80913

XX November 20XX

Mr. and Mrs. John A. Doe, Sr.
123 Maple St.
Anytown, USA 12345

Dear Mr. and Mrs. Doe,

The Service Members of (Battalion / Regiment) join me in extending to you our deepest sympathy on the death of your son, Specialist John A. Doe, Jr.

I know how little the words of an outsider must mean to you right now. Nevertheless, I want you to know how deeply I sympathize with you in this moment of sorrow. In time, you may find personal reassurance in the thought that John died serving his country and that our gratitude as a Nation for his service and sacrifice is deep and lasting.

Please know that you and your Family are in our prayers at this difficult time.

Sincerely,

John A. Smith
Lieutenant Colonel, U.S. Army
Commanding

APPENDIX M

Ceremony Reception Setup - Pictorial and Checklists

Seating Area



Refreshment Area



RECEPTION PREPARATION CHECKLIST		YES	NO	DATE
1.	Refreshments are coordinated and secured			
2.	Pick up guest book / shadow box			
3.	Needed reception supplies are secured			

RECEPTION SET-UP CHECKLIST		YES	NO	DATE
<p>*Special note: The following items are available for check-out from the Memorial Lending Closet at the Division Chaplain's office (Contact Div FRL)</p> <p>Tablecloths Platters / trays / utensil holders Coffee pot / hot water pot Water pitchers Paper goods (plates, cups, napkins, flatware) Coffee, sugar, sugar substitute, creamer, stirrers, tea bags</p>				
1.	Reception area is set (Coordinate with Chapel NCOIC)			
2.	Set up vestibule table with the guest book(s), pens and condolence cards, along with the box to place cards			
3.	Align white tablecloths on the tables in the reception area			
4.	One table will hold beverages: coffee, hot water, ice water, cups, sugar, creamer, sweetener, stirrers, tea bags, and any other cold beverages available. Place a tray under the coffee pot spout so that it does not soil the tablecloth.			
5.	Two tables will hold the food trays, plates, napkins and utensils			
6.	After the Ceremony starts, move the guest books/cards to the reception area on a side table in case anyone did not have the opportunity			
8.	Package leftover food, you may wish to send some with the Families of the Fallen (if attending)			
9.	Ensure all areas are clean and returned to original condition.			
10.	Launder tablecloths, wash dishware and return all items to Memorial Closet.			

APPENDIX N

Phone Numbers for Memorial Ceremony Planning

Contact Name	Phone Number	Alternate Number	Purpose
Commanding General	503.0145 (XO)	503.0011 (CG Aide)	Coordinate Attendance
Division Chaplain	503.0021 (Ops NCO)	503.0999 (Chaplain)	Coordination
Garrison Religious Support Office	526.5279	524.4316 (SMC)	Coordinate Organist / Pianist
Soldier Memorial Chapel	524.4316	526.5279	Reserve Chapel / Request Pianist
Executive Services / Protocol	526.4603		Coordination
4ID Band	526.5933 (CQ)	526-2489 (1SG)	Bugler
Pikes Peak Highlanders	719.440.4806		Bagpiper
4ID PAO	503.0071		Media Relations
Visual Information	526.1500		Photography / Videography
Casualty Assistance Office	526.5613,14	526.3144	Casualty Assistance
Division FRL	503.0069		Family Support
Patriot Guard	951.218.1980	rgdlife4me@aol.com	Support as needed