



**DEPARTMENT OF THE ARMY**  
**U.S. ARMY MANEUVER SUPPORT CENTER OF EXCELLENCE**  
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FORT LEONARD WOOD, MISSOURI 65473-8300

ATZT-CH (870)

26 JUL 2022

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Memorandum of Instruction (MOI) Maneuver Support Center of Excellence (MSCoE), Fort Leonard Wood (FLW) Memorial Honors**

1. Purpose. This MOI establishes the standing operating procedures in regard to all Garrison Memorial Honors (Memorial Ceremonies & Memorial Services) for MSCoE and all tenant units at FLW, Missouri.
2. Applicability. This MOI applies to MSCoE and all tenant units at FLW, Missouri.
3. Changes to MOI. Changes to this publication are not official unless approved by the Chief of Staff, through the Garrison (MSCoE) Chaplain.
4. Intent. This MOI concerns itself with Memorial Honors. Memorial Honors consist of two authorized types of events: 1) a memorial ceremony: a command-led, official, patriotic and inspirational event. Memorial ceremonies are not faith specific or sectarian in nature; and 2) a memorial service: a chaplain-led, non-compulsory, and typically religious-themed service. Memorial services normally include faith specific messages or sectarian sermons.
  - a. Memorial ceremonies and services are military-focused events, guided by the highest standards of protocol, tradition, and reverence. The regimented characteristics of both types of honor events stand in contrast to the personal, flexible, and family focus of a civilian funeral held for the family, friends, and community of a fallen Service member. Funerals may be led by any authorized civil officiant, civilian clergy, or a military chaplain. They may or may not be faith-based, are neither official military functions nor compulsory, and are the sole responsibility of the Primary Next of Kin (PNOK), not the military.
  - b. Military memorial honors (memorial ceremonies and services) show respect and honor to the military service of Soldiers who have died, offer emotional and spiritual support to unit survivors, and are a historic tool of the military for unit cohesion, reconstitution, and emotional closure. These primary functions of memorial honors serve many noble intents with regard to the well-being of our units, Soldiers, and Families; however, in the context of the Army's contract with the American

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people, to fight and win our Nation's wars through the ethical application of land power, memorial honors serve these critical purposes – they assist our warriors to continue the fight with character and competence, to achieve the mission with excellence and honor, and, finally, to mitigate the damage war may inflict on their moral and psychological health. Honoring the Fallen helps their living comrades first to win, and then to flourish in the blessings of freedom and the way of life they all sacrificed so much to preserve.

c. These memorial honors are formal in nature, and to be prepared with maximum unit support and rehearsal and executed with the needs of the impacted unit and the larger Army mission as priorities. However, since the grieving Families may attend the honors event, and/or may be sent a recording of it, the event's enduring impact on the Family for years to come must also be taken into consideration. In all cases, thoughtfulness, respect, bearing, and decorum are hallmarks of this timeless, priceless military tradition.

5. Requirements for Memorial Honors. Per AR 600-20, para. 5-7.a, Commanders will conduct Memorial Honors (memorial ceremony or service) for every Soldier who dies while assigned to their unit, regardless of the manner of death, to include suicide. The manner of death does not negate the service and the contribution a Soldier has made while in uniform. Memorial honors are typically conducted within 7-21 days of a Soldier's death. The only exceptions that justify *not* having a memorial event are:

a. When the deceased Soldier is found by the Commanding General to have committed a capital or serious offense; or

b. When the Commanding General determines the circumstances surrounding the Soldier's death are such that a memorial event would bring discredit upon the Soldier's military service. This does not typically include suicide.

6. Authorized Civilians. Memorial honors may be conducted for authorized Civilians. If the Civilian that is deceased is being remembered singularly (no other deaths/no Soldiers are being memorialized with them) a memorial ceremony without military honors (ie: roll call, volleys) will be conducted. If the Civilian was killed with, and is being memorialized at the same time as, Fallen Soldiers, the Civilian may be included in the Soldier/s memorial ceremony, if desired by command.

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## 7. Definition and Elements of Memorial Honors.

### a. Memorial Ceremony.

(1) Definition. A memorial ceremony is a mandatory attendance and command-led memorial honors event. It is a command program with a prescribed ceremonial, patriotic, and inspirational orientation, to include military honors (final roll call, firing of volleys, & Taps). Although there may be religious aspects to the ceremony, such as scripture reading, chaplain's memorial reflection, and prayer, the focus will be on recognizing the deceased's military service through the ceremony's military tributes and honors. The memorial ceremony may be conducted in a chapel, outdoor formation, or auditorium. If a chapel is used, it will be "faith-group neutral" and all religious symbols will be removed or covered.

(2) Elements. Elements of a memorial ceremony will be:

(a) Pre-Ceremony Music (Use Specified Playlist for Prelude)

(b) \*National Anthem

(c) \*Invocation

(d) Commander/Leader Remarks

(e) Soldier Remarks

(f) Memorial Reflection (Chaplain)

(g) \*Benediction

(h) \*Final Roll Call

(i) \*Firing Volleys

(j) \*Sounding Taps

(k) \*Rendering of Personal Honors. (Post-Ceremony music plays while the Official party, Family, and DVs render honors), then Individual Honors may be rendered by those

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desiring to do so.

*\* Denotes all standing*

(3) Duration. A memorial ceremony will last no more than 30 minutes from invocation to the paying of respects/departure of official party.

b. Memorial Service.

(1) Definition. A memorial service at MSCoE is a command-led and voluntary Memorial Honors event. A memorial service may be religious in nature, including religious music and sacred texts. It should be inspirational and follow a prescribed order of service. A memorial service at the MSCoE typically includes military honors but honors may be omitted at the commander's discretion.

(2) In the case of a memorial service for the loss of an authorized Civilian, no memorial stand (weapon with bayonet / helmet) will be used. An easel with a large (2' x 3') photo will be used in lieu of a memorial stand.

(3) Elements. Elements of a Memorial Service will include:

(a) Pre-Service Music (as reviewed by the Chaplain and approved by command) Music may be religious.

(b) \*Invocation

(c) Commander/Supervisor Remarks

(d) Remarks by a Friend(s)

(e) Special Music Tribute/Hymn (optional)

(f) Memorial Reflection (Chaplain or Religious Leader)

(g) \*Benediction

(h) \*Final Roll Call

(i) \*Firing Volleys

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(j) \*Sounding Taps

(k) \*Rendering of Personal Honors. (Post-Service Music is played while the Official party, Family, and DVs render honors. It continues while others render Individual Honors.)

*\* Denotes all standing*

(3) Duration: A memorial service will last no more than 30 minutes from invocation to the paying of respects/departure of official party.

c. Personal/Family Funeral. A funeral is a non-official, typically minister or chaplain-led, gathering of a personal and most often religious, faith-based nature. The military/government does not establish any definition or elements for a personal, family funeral. As part of a personal, family funeral, authorized military veterans may request and receive the support of the local installation to provide "Military Honors" (Honor Guard/ Pallbearers/ Firing Team/Flag for the Casket/ Taps/ and the folding presentation of the Flag to PNOK). These Honors are typically rendered at the conclusion of the funeral and/or graveside funeral service. The command may authorize TDY for the Chaplain, other unit members, and task Soldiers to attend the funeral of an authorized Service member in order to provide the above noted customary Military Honors.

## **8. Procedures.**

a. Initial Planning Meeting. This meeting should be conducted within 24 hours of a death. This is a critical "way ahead" meeting of the staff (typically battalion-equivalent staff). It is conducted in accordance with the *Memorial Ceremony Initial Staff Planning Template* Power Point file (obtain from Garrison Chaplain Office – distributed in coordination with this MOI) and associated *Memorial Roles and Responsibilities Checklist* (Appendix A), and *Memorial Roles and Responsibilities Spreadsheet Checklist* file (obtain from Garrison Chaplain Office – distributed in coordination with this MOI).

b. Program. The program for a Memorial Honors Event is standardized. It is typically a function of the S-1, in coordination with/approval by command, and proofing by the School/BN, Brigade (BDE), and Garrison Chaplain's Office (RSO). It is executed by reviewing the *Memorial Ceremony Program Example* (Appendix B) and using the *Memorial Ceremony Program Template* Power Point file (RSO - distributed in coordination with this MOI).

c. Memorial Display. The boots/helmet display is standardized. The display consists

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of Unit Colors and an Advanced Combat Helmet (ACH) placed on top of an inverted M4/M16, ID Tags, and clean, "dressed" (stuffed, topped, and tucked) desert boots. The entire display must be placed prior to rehearsals/ceremony. See *Memorial Display* (Appendix D) for an example of the standard.

d. Rehearsal. Rehearsals are mandatory. The MSCoE memorial ceremony script is standardized (Appendix E). All memorial honors are to be no more than 30 minutes from the start of the invocation through the official party's rendering of personal honors and departure. The ceremony will possess a steady flow, though not rushed. To ensure this, the command will require that Leaders, Soldiers/friends making tribute remarks submit their written remarks as digital copies for review and editing by the BN commander and the chaplain. This review/edit is to ensure: 1) word count for time; 2) military content standards; 3) parameters of the speaker's role; 4) clarity and no redundancy; 5) family appropriateness. Participant will then practice these revised speeches 2-3 times with the chaplain before the dress rehearsal. This helps them to handle the emotion of the moment appropriately and to polish their remarks to the highest standard. The chaplain and the commander are encouraged to review each other's remarks and rehearse together prior to presentation.

e. Ceremony. The nature of the ceremony is standardized, formal, and executed with excellence and attention-to-detail. Memorial Honors events at MSCoE will use a narrator. The ceremony will be no more than 30-minutes from invocation to the official party's rendering of personal honors/departure. The memorial ceremony script is provided in Appendix E. Uniform for a memorial honors event: participants will be in the Army Service Uniform (ASU) or the Army Green Service Uniform. Discretion is with the BN Commander (exceptions may be requested to the MSCoE Chief of Staff). Participants include the official party (those participating in the program), the chaplain, ushers, firing detail, and bugler. Military attendees at Honors events will have their uniforms dictated by command. Typically, this will be duty uniform. During a memorial ceremony or memorial service, a chaplain may wear the official, government issue black military stole. An explanation for each element of the ceremony follows (*\*Denotes all standing*):

(1) Pre-Ceremony Music. The pre-ceremony music is standardized. It is an approximately 40-minute prescribed, sequenced "set" that is formal, military, instrumental, and reflective. This is the command approved play list which will be used for pre-ceremony music (obtain from RSO - distributed in coordination with this MOI). No scrolling or rolling pictures or videos (media tribute) will be used during the pre-ceremony moments or during the ceremony itself. An attractive Power Point A/V "place holder" slide

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with a formal photo may be used throughout the ceremony on any projector screen(s) (obtain slide from RSO - distributed in coordination with this MOI). Scrolling/rolling pictures or videos (media tribute) may be used, as an option, at the conclusion of the memorial ceremony during the rendering of personal honors, only after the official party, Family, and senior command group/DVs have departed.

(2) \*National Anthem. May be live or recorded (if recording is used, obtain National Anthem MP3 from the RSO - distributed in coordination with this MOI).

(3) \*Invocation. By the chaplain. 30 seconds.

(4) Commander/SGL/Supervisor Remarks. The Commander/SGL/or Supervisor may speak. No more than 4 minutes each. Remarks focus on military service, military accomplishments, and contributions to the unit. Ensure comments honor the deceased and uplift the audience, as remarks reflect on the memory of the Soldier. Tributes will convey meaningful messages and memories of the deceased and not reiterate or read the biography. Remarks prepared by the SGLs/Commanders will be reviewed, edited as needed, and approved by the BN commander and the chaplain. If MASCAL, see paragraph, 9m.

(5) Soldier/Friend Remarks. No more than 4 minutes each. Speeches focus on positive personal recollections and admirable contributions to the unit. Ensure comments honor the deceased and uplift the audience as remarks reflect on the memory of the Soldier. Tributes will convey meaningful messages and memories of the deceased and not reiterate or read the biography. Remarks prepared by the Soldier/friend will be reviewed, edited as needed, and approved by BN commander and chaplain. Soldier/friend speeches should be rehearsed with the chaplain prior to the dress rehearsal. If MASCAL, see paragraph, 9m.

(6) Memorial Reflection. By the chaplain. No more than 7 minutes. Reflection should focus on "Hope and Help" as the unit processes grief. It should highlight (not repeat) what honors the best about the Soldier and his or her service and assist the unit to remain resilient as they move forward to accomplish the military mission, by finding meaning amidst the loss, looking for inner strength in their personal and spiritual resources, and continuing to uphold one another in acts of honorable service. Scriptural references will be inspirational and non-sectarian in nature. If MASCAL, see paragraph, 9m.

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(7) \*Benediction. By the Chaplain. 30 seconds.

(8) \*Final Roll Call. The "Final Roll Call" will be included in all Memorial Honors events. Commanders will ensure the Final Roll Call Script (Appendix C) is utilized and is sequenced and executed in conjunction with the Firing of Volleys and Taps as directed (Appendix C). If Family is present, ensure they are briefed on the Final Roll Call and the Firing of Volleys. This can be frightening or disturbing for the family if not properly advised.

(9) \*Firing of Volleys. The firing of volleys by a firing party will be included in all Memorial Honors events. The firing party will be positioned outside the chapel or building. If Family is present, ensure they are briefed on the Firing of Volleys prior to the ceremony. This can be frightening or disturbing for the family if not properly advised.

(10) \*Sounding of Taps. The bugler, if available, will also be outside the chapel/ building and positioned to be clearly heard by all in attendance while giving a distant, faint quality to the playing of Taps. In the absence of a live bugler, the digital bugle may be used, or a recording (obtain from Garrison Chaplain Office – distributed in coordination with this MOI). Always be prepared with either of these two alternative bugle resources as a secondary option in case the live bugler does not arrive. If the ceremony is indoors, all personnel will remain at the position of "attention" during the playing of Taps, but will *not* salute. If the ceremony is outdoors, uniformed Service Members will salute as directed by the 1SG immediately upon conclusion of the Firing of Volleys and immediately prior to the playing of Taps. If outdoors, the bugler will wait to begin Taps until the salute by all Soldiers is executed.

(11) \*Post-Ceremony Music. Post-Ceremony Music will take place in two phases:

(a) Phase I – Prescribed: Instrumental only. "Bagpipes Amazing Grace" & "Band of Brothers" form a musical set from conclusion of Taps through the Rendering of Personal Honors by Official party, Family (if present) and General officers / Senior command teams / Dignitaries. "Bagpipes Amazing Grace" will be played first (live via Bag Pipes or recorded using the prescribed "Amazing Grace" MP3 file), then "Band of Brothers," if needed, using the prescribed MP3 file. (See Garrison Chaplain Office – distributed in conjunction with this MOI). Once the Official party, Family, and General officers / Senior command teams / Dignitaries have paid Personal Honors, the music will be SLOWLY faded out and Narrator will "close the ceremony," per script. Everything up to this point is still considered *part of* the "Official Memorial Ceremony."



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(b) Phase II – Personalized (if desired and approved by command). This phase begins after the Official party, Family (if present), and final General officers/Senior command team/Dignitaries have rendered personal honors and departed, and the narrator has “concluded the ceremony” per the remarks in the script at the point indicated. During Phase II, both the appropriate music (approved by command and screened by the Chaplain) and any appropriate pictures/video (media tribute) (also approved by command and screened by the Chaplain) may be played while Personal Honors are rendered by all remaining who desire to do so. This time period is considered to be *after* the conclusion of the “Official Memorial Ceremony.” Preparing a “playlist” of up to 45 minutes is advisable to adequately accommodate the potential of a large number of attendees choosing to render honors at this time. Selections from the prelude playlist may be included in this personalized postlude playlist to help accomplish that time recommendation, if desired.

(12) \*Rendering of Personal Honors. Personal Honors (salute / mementos) at the Memorial stand is offered in the following sequence immediately upon the playing of “Amazing Grace”, following the Sounding of Taps. Ushers will direct the movement of all attendees in rendering honors:

(a) The Official party. The Official party begins this element of the Honors Event – the rendering of personal honors. The Official party consists of those participating in the Ceremony or Service, to include the SGLs/company and/or battalion command teams, friend(s) of Soldier, and the Chaplain. Typically, the Official party is seated far left (looking toward the platform). The Official party will render honors in groups of two or more, except for the Chaplain. The Senior command team in the Official party will be first, followed by the subordinate command team, followed by the remaining participants, followed by the Chaplain alone. This formal rendering of personal honors typically begins with a slow salute in unison, followed by a brief moment of respect at which time coins or other tokens may be laid near or on the memorial stand, then ends by a final slow salute in unison, a right face and forward march to exit in single file. The Chaplain, in accordance with his/her faith convictions, the traditions of the unit, and guidance by command and policy of senior Chaplains, may choose to kneel in prayer during the reflection time of the personal honors sequence. After rendering Personal Honors, Official party members will depart and form a receiving line in the foyer of the chapel/facility, ideally out of sight and sound of those still remaining in the sanctuary/auditorium.

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(b) Family (if present). Take care to pre-coordinate with the Family the seating arrangement during the event and the manner and order of approach to memorial, stand in order of precedence per Family preference. Typically, the Family is seated on the front row(s) toward the immediate right of the center aisle (looking toward the platform). An usher will escort the PNOK/Family to the Memorial stand for assistance and direction, in the order pre-established. If Family remain at the Memorial stand beyond 2 minutes for each group that approaches, the usher should then assist them to proceed to the receiving line. According to command preference ICW the Family preferences, PNOK/primary Family members may remain in the receiving line. The remainder of the Family should be ushered into the private Family waiting area. From there, they may wait for the rest of the family, or may depart, according to their preference. They should not join their primary Family members in the receiving line. For more information, see 9g. "Family members" below.

(c) Any general officers/senior command team of the impacted unit (brigade typically)/dignitaries. GOs/senior command team/dignitaries are seated on the front row, immediately left of center aisle (looking toward platform). The most senior officer is seated front left, closest to the center aisle. MSCoE Commanding General/CSM, or highest ranking GO/command team will be first in order of precedence to render honors. They will then proceed to greet the Official party and Family (if present) in the receiving line, or proceed to the Family waiting area after the receiving line if the family choose to remain together. After the final GO/command team/dignitaries have completed their Honors, and prior to all others rendering Honors, Postlude Phase I Music Set will fade, and the narrator will "conclude the ceremony" per the remarks in the script at the point indicated. Music will then transition to Postlude Phase II. At this time, all others who desire may offer Personal Honors, as directed by the ushers, in the order stated below

(d) Distinguished Visitors (DVs). DVs include fellow brigade command teams/battalion command teams, MSCoE primary and personal staff, and other senior ranking individuals, or teams not in the chain-of-command. DVs are typically seated immediately left of the center aisle (looking toward platform), behind the GOs/senior command teams of the impacted unit.

(e) Senior Staff / Community VIPs.

(f) Other attendees.

(g) Lastly, the most closely affected unit/platoon/section squad, so that they may have maximum opportunity to grieve in privacy. This unit is seated on the right side

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(looking toward platform) behind the Family. Once all others have rendered Personal Honors, this final group may render their Honors, proceed to the receiving line, then return to the memorial stand and linger for longer, should they desire.

(13) Receiving Line. The Official party offers Personal Honors first and proceeds to form a receiving line to receive Family (if present), the general officer/senior command teams, and dignitaries as they depart. Key Family leaders are welcomed to take part in the receiving line, but not the whole family. The grieving company/platoon/squad will be last to render Honors, so that they may have maximum time and privacy to grieve and linger at the memorial stand at their discretion. Thus, their pass through the receiving line indicates the completion of the receiving line duty.

(14) At the conclusion of the Official party/Family (if present)/general officers and Senior command team(s)/other Dignitaries paying their respects at the memorial stand; the Postlude Phase I music should "fade out" and the narrator will say, per the script, "This now concludes our Memorial Ceremony / Service. Thank you for attending. Should you desire to remain and render personal honors you may do so at the direction of the ushers. Should you need to depart, please do so quietly and respectfully at this time." The music and/or media tribute (optional) can then begin as Postlude Phase II. This gives those needing to depart the opportunity to do so, and it also allows those waiting to not stand at attention from that point forward (people will naturally relax once the narrator reads the "closing" above. The memorial ceremony script will follow this sequence, as noted in Appendix E.

## **9. Coordinating Instructions.**

a. A Memorial Ceremony is generally a battalion-supervised and company-executed event. In the event there are multiple deaths from across the battalion, the memorial ceremony is executed by the battalion. The battalion command team, in close coordination with the chaplain, is responsible to ensure that the proper staff and leadership are involved in the planning, rehearsal, and conduct of the event. The MSCoE MOI, and its associated resources, are the standard.

b. Key players in the planning and conduct of the Memorial Ceremony are the BN Commander, BN Command Sergeant Major, BN Executive Officer, BN Chaplain, BN Religious Affairs Specialist, BN S-1, Narrator, Commo Section, Company Commander, and Company 1SG. (See *Memorial Ceremony Initial Planning Meeting Template Power Point* file or the *Memorial Ceremony Spreadsheet Checklist Excel* document (obtain from RSO - distributed in coordination with this MOI) and *Memorial Roles and*

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*Responsibilities Checklist (Appendix A).* All three documents contain identical lists. They are provided in different formats for units' preferred use. The equivalent levels of leadership should be involved in the planning and execution of an honors event when the death has occurred within a MSCOE organization or section.

c. The brigade chaplain and/or garrison chaplain, typically due to extensive experience and professional development, is/are subject matter experts and have staff responsibility for assisting, coaching, and mentoring all Memorial Honors.

d. The Garrison Chaplain's Office will be contacted, via the chaplain technical chain of supervision, as soon as Memorial Honors are scheduled. The Garrison Chaplain Office will keep a memorial tracker updated for the Commanding General/Command Group, if needed.

e. The MSCoE or Garrison Chaplain (RSO) will proof all memorial programs at least 24 hours prior to the Memorial Ceremony/Service, and prior to the final printing of any program by the unit.

f. In all memorial ceremony/service gatherings, the front row on the left (looking toward the platform) will be reserved for general officers and the impacted units' senior command teams. The row(s) behind them will be reserved for other DVs (dignitaries, sister command teams/senior staff, as desired). The front row(s) on the right will be reserved for Family (if attending). The official party (those participating in the ceremony itself) may either be seated on the front row furthest left in close proximity to the podium, or on the platform in close proximity to the podium. In either case, the narrator will be seated on the platform in close proximity to the podium.

g. Family members. Commanders should inform Family members of the date time group (DTG) and location of the memorial honors event as soon as the DTG is tentative, then again, when confirmed. They should invite the Family to attend but assure the Family that their presence is neither required nor expected. They should explain that the event is for Soldiers in the unit to pay tribute to their fellow Soldier, and, if applicable, that they will be sent a recording of the honors event as a token of honor to their Family for the sacrifice they have made by supporting their loved one's military service.

(1) If Family attends, the unit will arrange for these coordinated events on their behalf:

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(2) Designate an escort for the Family. The Family escort will:

(a) Meet the Family and assist with entering the Installation/processing through security and arriving at the chapel a minimum of 25 minutes prior to the start of the memorial ceremony;

(b) Assemble the Family in the family waiting area in the chapel to prepare themselves, receive their pre-brief from the command, and receive any senior officers who have pre-arranged to extend their personal well wishes to them at that time.

(c) Four minutes prior to the beginning of the ceremony, lead the Family into the sanctuary through the side doors closest to their seating on the front row(s), right side of the chapel, as one faces the platform.

(d) Sit with the Family on the first rows on the right side of the chapel.

(e) Following the official party's paying of Personal Honors as the conclusion of the memorial ceremony, direct the Family to the memorial stand to pay their Personal Honors, and then to the receiving line.

(f) Direct the Family not participating in the receiving line back to the family waiting area.

(g) Be prepared to accompany and guide the Family from the chapel to off-post, if needed.

h. Plan the pre-coordination meeting. Prior to the day of the Honors event, the commander and the chaplain should meet to plan out the meeting with the Family. The objectives to plan for the meeting include:

(1) An explanation of the military traditions for each element of the event, especially the Roll Call and Firing of Volleys.

(2) Coordinate seating and order of precedence of approach to the memorial stand during the Personal Honors element, as well as whether the Family leaders would like to join the official party in the receiving line. The Family must be informed that the personal honors element may take an hour, thus the receiving line involves standing for a lengthy period. This could help them make a decision whether they would prefer to participate in the receiving line or to remain together in the Family waiting area to receive well wishes and condolences. Knowing the duration of this

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element could also help the remaining Family pre-determine whether they will depart the event following their exit from the sanctuary or wait until the rest of the Family can join them following the completion of the receiving line.

(3) Family waiting area in the chapel

(a) The unit will contact the chapel NCOIC and reserve a sizeable room in the chapel for this use.

(b) Before the Family arrives to the chapel, stock this room, at the very least, with adequate facial tissue, water, and healthy snacks. In addition, provide facial tissue in the chapel pews/chairs, and near the receiving line.

(c) Assign a designated chaplain to be available to the Family in the waiting area before and after the event. This is not the officiating chaplain.

h. Rehearse critical transitions between elements in the Honors event before the dress rehearsal.

(1) The transition from the conclusion of "Taps", fading into "Bagpipes Amazing Grace"/"Requiem for a Soldier (Band of Brothers)", and simultaneously (on first note of Amazing Grace), the beginning of the rendering of Personal Honors by the official party, then GO/senior command teams/dignitaries should be rehearsed in order to flow smoothly. The next transition (at the conclusion of the DVs rendering Personal Honors), which is the fading out of "Amazing Grace"/"Requiem for a Soldier" and the narrator's conclusion of the ceremony (per the remarks in the script), into the beginning of the final postlude music phase II or media tribute should also be closely rehearsed by the technical team. This is typically the most confusing part of the ceremony and requires clarity and rehearsal!

(2) Ushers should be clear on when they are directing the different groups (Family/GO/senior command teams/dignitaries) to approach the memorial stand.

(3) The narrator and person responsible for sound/musical tracks should be aware of when to fade-out music, give closing script remarks, and then fade back in with new music set.

i. News media, video, or audio taping of events is at the discretion of the commander. Units may video the entire event for historical purposes and/or to provide

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the Family a record of honors rendered. The taping will be as inconspicuous as possible.

j. Post colors prior to the beginning of the event. Generally, unit colors and guidons will be displayed inside for ceremonies and outside for services. General Officer (GO) flags will be displayed outside of the chapel for both ceremonies and services as required.

k. Upon the death of a DA Civilian, the unit may conduct a memorial service when directed by the command. If the Civilian was killed in conjunction with a Soldier's death, he/she may be recognized as a part of that Soldiers' Memorial Ceremony/Service. The Civilian's memorial display will not include boots and helmet, but it may include a picture, as part of the memorial stand/display.

l. Commanders will prepare a letter of sympathy to NOK (See AR 600-8-1 for sample letters and instructions) (Appendix F).

m. MASCAL considerations.

(1) Memorial Display. A separate rifle/helmet/ID tags/ removed boots (memorial display) will be used for each individual deceased. The stand component of the display may be a "combined memorial stand", but honor will be displayed for each deceased Soldier separately through the use of individual rifle/helmet/ ID tag/removed boots (i.e., a single weapon/helmet will not be used to represent multiple KIAs).

(2) Roll Call. (See Appendix C). Three Soldiers names will be called according to the script in the Appendix. The first deceased's name will then be called three times, according to the script. Then immediately following the first deceased's name, similarly, any additional names will also be called three times. The entire sequence (beginning with the original three Soldiers who are in ranks) will not be repeated. The deceased's names are called from senior to junior rank. Refer to Appendix C for actual script.

(3) Remarks. Typically only one commander/SGL and one friend will share remarks for each Soldier, regardless of rank. Example, if there are three fallen Soldiers from three different units, a total of only three commanders/SGLs would share remarks, and only three friends. Order of precedence will be from senior deceased to junior deceased. One chaplain will deliver the memorial meditation for all deceased.

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(4) Program. A bio/insert will be used for each deceased, according to the same format indicated in Appendix B-2. Order of precedence will be from senior to junior.

9. Supersession. This MOI is in effect until superseded or rescinded by the undersigned.

10. Point of Contact. POC for this policy is the Garrison Chaplain at the Installation Religious Support Office at 573-596-2127/1043/1038.



ADAM W. HILBURGH  
Colonel, GS  
Chief of Staff

Encls

Appendix A: Roles & Resp. Checklist

Appendix B1: Program - Inside

Appendix B2: Program – Outside

Appendix C: Roll Call/Volleys/Taps

Appendix D1: Ceremony Display

Appendix D2: Ceremony Display Example

Appendix D3: Ceremony Display Example (2)

Appendix D4: Chapel Set Up

Appendix E: Ceremony Script

Appendix F: Letter of Sympathy Example

Appendix G: AAR Example Format

Appendix H: Digital Products/Examples

DISTRIBUTION:

All Schools, Brigades, Battalions,

Companies, Detachments, Tenant Units,

Directorates, General and Personal Staff Offices



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## APPENDIX A

### MEMORIAL HONORS EVENTS ROLES AND RESPONSIBILITIES CHECKLIST

**1. BATTALION COMMANDER:** In coordination with the Battalion's Command Sergeant Major and the Chaplain, prepare and conduct the Memorial Ceremony IAW MSCoE Memorial Honors MOI.

- Assess unit morale and ensure subordinate Commanders are coordinating care with the Chaplain
- Conduct initial memorial planning meeting within 24 hours of death (refer to Memorial Planning Template Power Point file; Chaplain can provide)
- Coordinate memorial ceremony date with BDE CDR (7-21 days from incident)
- Forward tentative and / or confirmed date to MSCoE SGS for GO scheduling, ICW BDE CDR
- Consult with Chaplain as SME on Memorial Honors Events (< 30 minutes, per MOI)
- Prepare commander's remarks for FRG release, if utilized
- Review/edit all Memorial Honors Event remarks ICW the Chaplain: Commanders/SGLs, friends
- € Review and listen to officiating Chaplain's remarks
- Determine media access/coverage ICW PAO
- Determine any dignitary presence, if applicable
- Determine escort for any dignitaries/Family members, if applicable
- Upon receipt of Memorial Ceremony DVD and Soldier mementos collected during rendering of Personal Honors, arrange appropriate presentation to next-of-kin.
- Sign letter of sympathy
- Attend initial and final rehearsals

**2. COMMAND SERGEANT MAJOR:**

- Assess unit morale and ensure support for the Chaplain's coordinated stress mitigation and counseling events and sessions
- Overall leadership for communication, coordination, and execution of Memorial Ceremony, per MSCoE Memorial Honors MOI. ICW Chaplain, as SME
- Consult with the Chaplain (SME) on Memorial Ceremony (< 30 minutes per

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MOI)

- Determine whether CSM or the Chaplain will lead rehearsals. If not leading, lend maximum support and leadership to the Chaplain. If leading, utilize BN Chaplain, and if need be, BDE CH as SME.
- Acquire and coordinate arrival of memorial display and display items (Clean desert boots (stuffed / dressed), weapon (stripped) with bayonet, ACH, I.D. Tags) & BN / National colors / CO guidons (if utilized) for rehearsal and ceremony ICW S3 (Appendix D)
- Oversee Firing Party: designation (7 + NCOIC), preparation, placement, and rehearsal
- Coordinate setup and cleanup details (10 Pax) ICW S3
- Designate ushers (6 Pax) ICW S3
- Designate and oversee bugler
- Designate who will conduct Final Roll Call (typically Company 1SG)

### 3. EXECUTIVE OFFICER:

- Execute initial memorial planning meeting within 24 hours of death (refer to Power Point file, *Memorial Ceremony Initial Planning Template* (Provided by Garrison Chaplain Office))
- Coordinate staff support & taskings
- Coordinate any requests from BN to BCT

### 4. CHAPLAIN / Religious Affairs Specialist: Know the Memorial Honors MOI.

Prepare and conduct Memorial Event in accordance with MOI. RST must plan for and rehearse for all contingencies; i.e. sound and electrical problems, delay in start of ceremony because command group is delayed in transit, etc. Include a back-up sound system/files. Follow the checklist provided and resource your brigade, and if necessary, Garrison Chaplain Office as SMEs. They are there to assist, clarify, coach, and ensure success for all!

- Assess unit morale and coordinate with commander to provide CED briefings, counseling, and access to other Garrison support venues
- Ensure the XO and CSM have copies of the Initial Memorial Ceremony Planning Template Power Point File and this MOI within 12 hours of a death.
- Give the S-1 a copy of the memorial ceremony program template power point file to assist in drafting a memorial program
- Confirm DTG of ceremony/rehearsal with CMD and BDE Chaplain
- Reserve chapel/area for setup, rehearsal, family waiting area (if needed) and

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- the ceremony/service.
- Select any scriptures and Chaplain remarks appropriate to mandatory, pluralistic, official, military, patriotic, ceremony (inspirational vs. religious).
- Assist CDRs and friends with remarks prior to rehearsal. Ensure appropriateness of comments. Rehearse/coach/ensure within standards of time and content.
- € Rehearse memorial reflection in front of BN CDR prior to ceremony
- Ensure final draft of memorial program is delivered to BCT CH for proofing NLT 48 hours prior to ceremony, for forwarding to MSCoE CH for proofing NLT 24 hours prior and prior to final printing.
- Advise CDR/CSM closely on details of ceremony: ushering/seating of VIPs, sound, lighting, music, multi-media, firing of volleys, Taps, Personal Honors of VIPs/CMD GRP, departure of VIPs, and Personal Honors by unit.
- Ensure correct Prelude and Postlude Music Set (Mandatory / Provided by Garrison Chaplain Office). And for Post-Ceremony Postlude, Phase II music (and any optional Media Tribute), ensure appropriateness.
- Assist, coach, and complete rehearsal IAW MOI
- Ensure religious neutrality of facility
- Coordinate with CSM for tear-down / clean-up detail
- Provide pastoral care to impacted unit, elements, and participants
- Coordinate with BN CDR to brief family members as to the nature, meaning, significance, elements, and purpose of a military memorial ceremony / service.

#### 5. S1:

- Create Draft Memorial Program (*use Memorial Ceremony Program Template Power Point file; Chaplain can provide*) to include:
- Biography from DD 93 / ERB / ORB for Memorial Program. Use template /instructions / standardized format provided in PPT Template.
- Order of Ceremony, as directed per SOP and in Template (Appendix B).
- Create DRAFT Memorial Ceremony Invitation (*see Memorial Ceremony Invitation Template*)
- Create DRAFT Memorial Ceremony "Placeholder" A/V Slide (*see Memorial Ceremony PPT Placeholder Template*)
- DD 93 and SGLV to Casualty Manager
- Immediately request / acquire Official Photo, for use in Memorial Program, if possible.
- Initiate Awards / Posthumous Promotion (if applicable), and Acquire Display Awards for Purple Heart, Bronze Star, and / or CIB / CAB, etc. if awarded

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- Confirm DTG for Memorial Ceremony, confirm with DIV SGS via BDE Command Group for compatibility with CG / GO schedule
- Send Memorial Ceremony Invitations to CG / DCSM, Associated CMD GRPS, Community DVs (if applicable ICW DIV SGS), Family (if desired)
- Arrange for color printing of Ceremony Bulletins for VIPs only AFTER proofing by BDE CH and DIV CH
- Confirm DV arrangements and DV seating placards (GO and Command Teams, seated front left, GO closest to the center aisle, Families front right, looking towards platform) (Appendix D)
- Consolidate *Memorial Ceremony Script* (Appendix E) of ceremony into Podium Binder with document protector sheets.
- Confirm escort plan for any GOs / DVs / Family Members, as needed, ICW CDR
- Forward FRG Release / Message from Commander, as directed
- Collect personal items left on Memorial Display for shipping to Next of Kin at to include PAO photos / video
- DRAFT Letter of Sympathy for CDR, if desired
- Coordinate with Casualty Assistance Center (CAC) to de-conflict the scheduling of Unit Memorial events that may coincide with key events such as the Family funeral service or the dignified transfer at Dover.
- Coordinate with the Casualty Assistance Center (CAC) to identify all eligible Family members who are to be invited
- Extend the invitations to all eligible Family members and provide information (including all names and relationships to the deceased) of Family to the Casualty Assistance Center (CAC) for members attending
- Coordinate any required in-and-around transportation, assist Families with making all travel and hotel arrangements, provide unit escorts as needed, and should ensure all are invited.

## 6. NARRATOR:

- Familiarize self with and Print Memorial Ceremony Script (Appendix E) and assist S1 with completion of all elements to be included in Podium Binder
- Participate in all rehearsals
- Make final check of Podium Binder and inclusion / order of all element immediately prior to start of Honors Event!

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**7. S3:**

- Determine proposed Memorial Honors Event DTG and place
- Publish FRAGO after Memorial Event Planning Meeting to Battalion, NLT 48 hours after incident
- Task Firing Party, Setup / Tear-down Details / Ushers
- Notify PMO/ MPs of Rehearsal and Ceremony Firing of Volleys
- Request a bugler through S3 (DIV Band)
- Secure Memorial stand and Memorial Display items: (ACH, M-4 with Bayonet, ID Tags, Clean Desert Boots, (stuffed / dressed), ICW CSM, and Awards from S1 (optional)
- Chairs / Podium / Staging (if used)
- National and Battalion Colors and display, per SOP (Appendix D)
- Climate control, if applicable
- DV Security Plan, FORCEPRO, if applicable
- Parking Plan, if applicable
- Escort plan, ICW S1, CDR, and Family (if present)

**8. S4:**

- Blanks / Ammo provided to Firing Party
- Purchase / acquire any needed items for Memorial Ceremony
- A/V, electrical cords, or other equipment or supplies needed for ceremony setup
- Coordinate with the Casualty Assistance Center (CAC) to obtain travel claim for Family members. Assist Family members in completing their travel claim authorized expenditures upon completion of travel. Return those documents to the (CAC) for reimbursement of documents

**9. S5 / PAO:**

- Video and still photography coordinated for setup during Rehearsal and execution during Ceremony
- Assistance with "PhotoShopping" / editing pictures ICW S1 for Memorial Program / PPT Placeholder Slide and S6 IRT Media Tribute (optional)
- Production and forwarding of Memorial Ceremony DVD to S1 for mailing to NOK

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**10. S6:**

- Setup and full function check of PA and any Video Projection systems (if used With Media Tribute during Phase II of Postlude, optional) IAW SOP layout and approved music
- Create or assist, as needed, on Multi-media Tribute (optional)
- Ensure that any cordless microphones have fresh batteries prior to start of ceremony!

**11. COMPANY COMMANDER / 1SG:**

- Assess Unit Morale and coordinate for care with the Chaplain, to include Critical Event Debriefing (CED) and counseling for individuals and sections/unit
- Typically 1SG conducts Final Roll Call, as directed by CSM, per SOP (Appendix C)
- Confirm names / spelling to S1 of those delivering Friends Remarks
- Prepare Commander Remarks and submit to Chaplain for review, and in turn, to BN CDR for approval
- Assist in gathering pictures from unit for use in Media Tribute (optional)
- Provide ID Tags, weapon w/ bayonet and ACH for Memorial Display
- Coordinate with CSM for rehearsal and rendering of Personal Honors by impacted section / unit at conclusion of Event (last element to pay respects per SOP)
- Coordinate confirm maximum attendance of unit
- Letter of Sympathy to Next of Kin (Appendix F)

**12. BDE CHAPLAIN / Religious Affairs NCO:**

- Supervise Battalion Chaplain to ensure Memorial Ceremony conducted to Standard IAW MSCoE Memorial Ceremony MOI. All elements reviewed and approved.
- Consult with Battalion CSM and Chaplain as Memorial Ceremony Subject Matter Expert (SME)
- Confirm DTG of Memorial Ceremony with MSCoE Chaplain
- Forward FINAL DRAFT of proofed Memorial Program to MSCoE or Garrison Chaplain for proofing, NLT 24 hours prior to ceremony, and *prior to printing!*

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- Submit AAR to Garrison CH NLT 72 hours after completion of Memorial Honor

**13. GARRISON CHAPLAIN / Religious Affairs NCOIC:**

- Confirm GO attendance / Memorial Ceremony DTG with MSCOE SGS
- Confirm Bugler request
- Review / proof Memorial Program NLT 24 hours prior to ceremony, and prior to printing, ICW MSCOE Memorial Honors MOI standard

**14. REAR DETACHMENT CHAPLAIN (if applicable):**

- Assume all BDE Chaplain responsibilities, in absence of BDE Chaplain
- Assume all GAR Chaplain responsibilities, in absence of GAR Chaplain and Deputy
- Assist FRG in release of any Official Condolence Message, as directed by Command



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## APPENDIX B-1

### MEMORIAL CEREMONY PROGRAM – INSIDE

**NOTE:** See / use the provided “Memorial Ceremony Program” Power Point Template. Unit Chaplain will have a copy of the template. Template also includes examples for 2 or more fallen.

<b>Memorial Ceremony</b>		<b>In Memory Of</b>	
Basic Officer Leader Course, Class 01-18, Dragons Chemical, Biological, Radiological, and Nuclear School Maneuver Support Center of Excellence Soldier Memorial Chapel Fort Leonard Wood, Missouri		Second Lieutenant Jane Doe	
1430	10 March 2008		
PRELUDE			
*NATIONAL ANTHEM			
*INVOCATION	CH (MAJ) Shepherd	<b>INSERT SM DA PHOTO</b>	
COMMANDER'S REMARKS	LTC Garcia		
SMALL GROUP LEADER'S REMARKS	MAJ Jones	<b>18 December 1986 – 03 March 2008</b> Second Lieutenant (2LT) Jane Doe was born on December 18 <sup>th</sup> 1986 in Caldwell, Idaho. She completed her Reserve Officer Training at Texas A&M University, graduated Magna Cum Laude with a Bachelor of Science in Civil Engineering, and received her commission as a Second Lieutenant in the United States Army on May 15, 2007. She was then assigned to (insert Unit) Fort Leonard Wood, Missouri on (insert Date) to complete the Basic Officer Leaders Course (BOLC). As a student in Class (insert Class #), the (insert class logo, if applicable). 2LT Doe continued to excel in her academic, physical fitness, and leadership competencies, earning the respect of her peers and Small Group Leaders. Her awards and decorations include the National Defense Service Medal, Global War on Terrorism Service Medal, and the Army Service Ribbon. 2LT Doe is survived by her parents, Mr. Jonathan Doe and Mrs. Solari Doe.	
CLASSMATES' REMARKS	2LT McCabe 2LT Patina		
MEMORIAL REFLECTION	CH (MAJ) Shepherd		
*BENEDICTION	CH (MAJ) Shepherd		
*FINAL ROLL CALL	1SG Anson		
*FIRING OF VOLLEYS	Honors Detachment, 1 <sup>st</sup> EN BDE		
*SOUNDING OF TAPS	Bugler, 399 <sup>th</sup> Army Band		
POSTLUDE			
The Official Patriotic and Senior Leaders will render honors at this time. Any who must depart, now may do so quietly and respectfully. As and when to render individual honors may do so at the command direction.			
*Please Stand			



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## APPENDIX B-2

### MEMORIAL CEREMONY PROGRAM – OUTSIDE

**NOTE:** See / use the provided "Memorial Ceremony Program" Power Point Template. Unit Chaplain will have a copy of the template. Template also includes examples for 2 or more deaths.

**PSALM 23**

THE LORD IS MY SHEPHERD,  
I SHALL NOT WANT  
HE MAKETH ME TO LIE DOWN  
IN GREEN PASTURES.  
HE LEADETH ME BESIDE THE STILL WATERS  
HE RESTORETH MY SOUL.  
HE LEADETH ME IN THE PATHS OF RIGHTEOUSNESS  
FOR HIS NAME'S SAKE.  
YEA, THOUGH I WALK THROUGH THE VALLEY  
OF THE SHADOW OF DEATH  
I WILL FEAR NO EVIL FOR THOU ART WITH ME,  
THY ROD AND THY STAFF THEY COMFORT ME  
THOU PREPAREST A TABLE BEFORE ME  
IN THE PRESENCE OF THY ENEMIES.  
THOU ANOINTEST MY HEAD WITH OIL,  
MY CUP RUNNETH OVER.  
SURELY GOODNESS AND MERCY SHALL FOLLOW ME  
ALL THE DAYS OF MY LIFE  
AND I WILL DWELL IN THE HOUSE OF THE LORD FOREVER

**MANUEVER SUPPORT  
CENTER OF EXCELLENCE**

**IN MEMORIAM**

**Second Lieutenant  
Jane Doe**



**APPENDIX C**

**THE FINAL ROLL CALL / VOLLEYS / TAPS FORMAT**

1. Commanders will ensure the “Final Roll Call” is sequenced and utilized correctly in conjunction with the Firing of Volleys, and Taps.
2. The deceased Soldier’s Commander will designate a senior leader, normally the First Sergeant, to conduct the Final Roll Call. Ensure roll call is slow, projected loudly with command voice, and meaningful.
3. The Commander will designate three Soldiers who will be present at the ceremony to participate in the Final Roll Call.
4. The three Soldiers will sit with their squads in the chapel. They need not be seated together.
5. The designated leader will stand at the front of the chapel, at the position of attention, facing the section of unit Soldiers in which those responding to the Final Roll Call are seated.
6. Upon completion of the Benediction (all will be standing), the designated leader will “post” and proceed with the Final Roll Call (this sample assumes the First Sergeant is performing the Last Roll Call):

1SG will call the Company to “ATTENTION”; All military come to ATTENTION.

“Lieutenant Colonel Lee”....(Lee replies, “Here, First Sergeant.”)

“Major Smith”.....(Smith replies, “Here, First Sergeant.”)

“Captain Jones”.....(Jones replies, “Here, First Sergeant.”) “

“Second Lieutenant Doe”.....(There is silence.)

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

“Second Lieutenant Jane Doe”.....(Again, there is silence.)

*After five more seconds of silence, the full name is called as follows:*

“Second Lieutenant Jane Ramifa Doe.” (Firing Party given signal)

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7. If indoors, immediately following Final Roll Call, the Firing Party fires 3 volleys. Once the Party has completed their Order Arms, the bugler immediately plays Taps, and all Soldiers simply remain at attention through Taps.

8. If outdoors, immediately following Final Roll Call, the Firing Party fires 3 volleys. **THEN THE FIRST SERGEANT GIVES THE COMMAND "PRESENT ARMS" FOR THE ENTIRE FORMATION OF ALL PRESENT**, and only then, *after execution*, does Taps begin.

9. If outdoors, the 1SG will command the formation to "ORDER ARMS" immediately after conclusion of Taps.

10. If MASCAL, the Last Roll Call will be executed as follows (Senior deceased to Junior deceased):

1SG will call the Company to "ATTENTION"; All military come to ATTENTION.

"Sergeant Smith".....(Smith replies, "Here, First Sergeant.")

"Specialist Jones".....(Jones replies, "Here, First Sergeant.")

"Private First Class Lee".....(Lee replies, "Here, First Sergeant.")

"Lieutenant Colonel James".....(There is silence.)

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

"Lieutenant Colonel Derrick James".....(Again, there is silence.)

*After five more seconds of silence, the full name is called as follows:*

"Lieutenant Colonel Derrick Warren James" ...(Again, silence.)

"Captain Wilson".....(There is silence.)

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

"Captain Steven Wilson".....(Again, there is silence.) *After five more seconds of silence, the full name is called as follows:*

"Captain Steven Gerald Wilson" ..... (Again, silence.)

"Second Lieutenant Doe".....(There is silence.)

*Pause five seconds in silence, then the name is called again slowly and*

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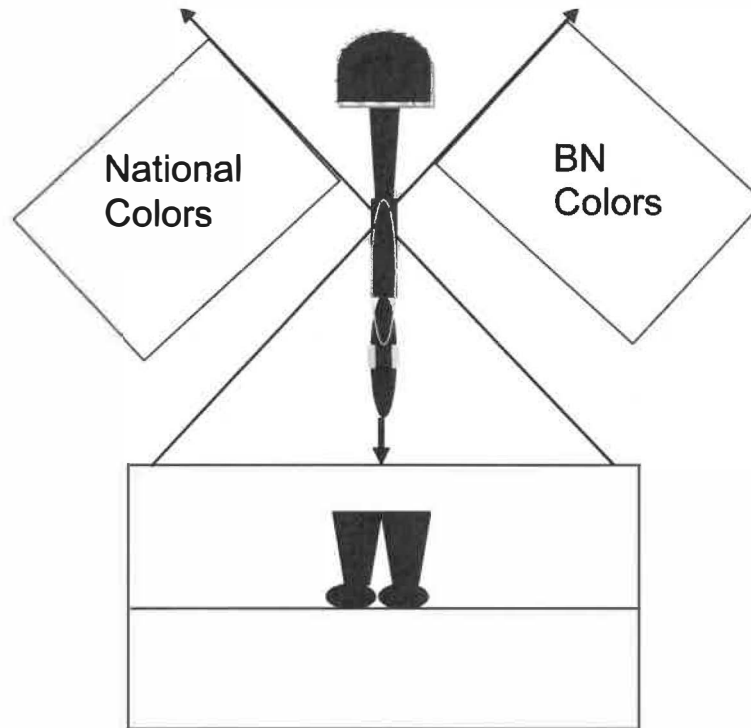
SUBJECT: Memorandum of Instruction (MOI), MEMORIAL HONORS

*deliberately with the addition of the first name:*

"Second Lieutenant Jane Doe".....(Again, there is  
silence.) *After five more seconds of silence, the full name is called  
as follows: "Second Lieutenant Jane Ramifa Doe" .....*  
(Again, silence.)

**APPENDIX D-1**

**MEMORIAL CEREMONY DISPLAY**



**Memorial Display Items:**

- National Colors (points to the left)
- Battalion colors (points to the right)
- Clean Desert / Tan boots (stuffed and dressed).
- Weapon with bayonet, pistol grip pointing front toward boots
- Advanced Combat Helmet (ACH) with cover, and camouflage band, per unit standards, chinstrap hidden / removed
- ID tags hung from pistol grip
- Any Posthumous Awards placed on Memorial stand (Optional)

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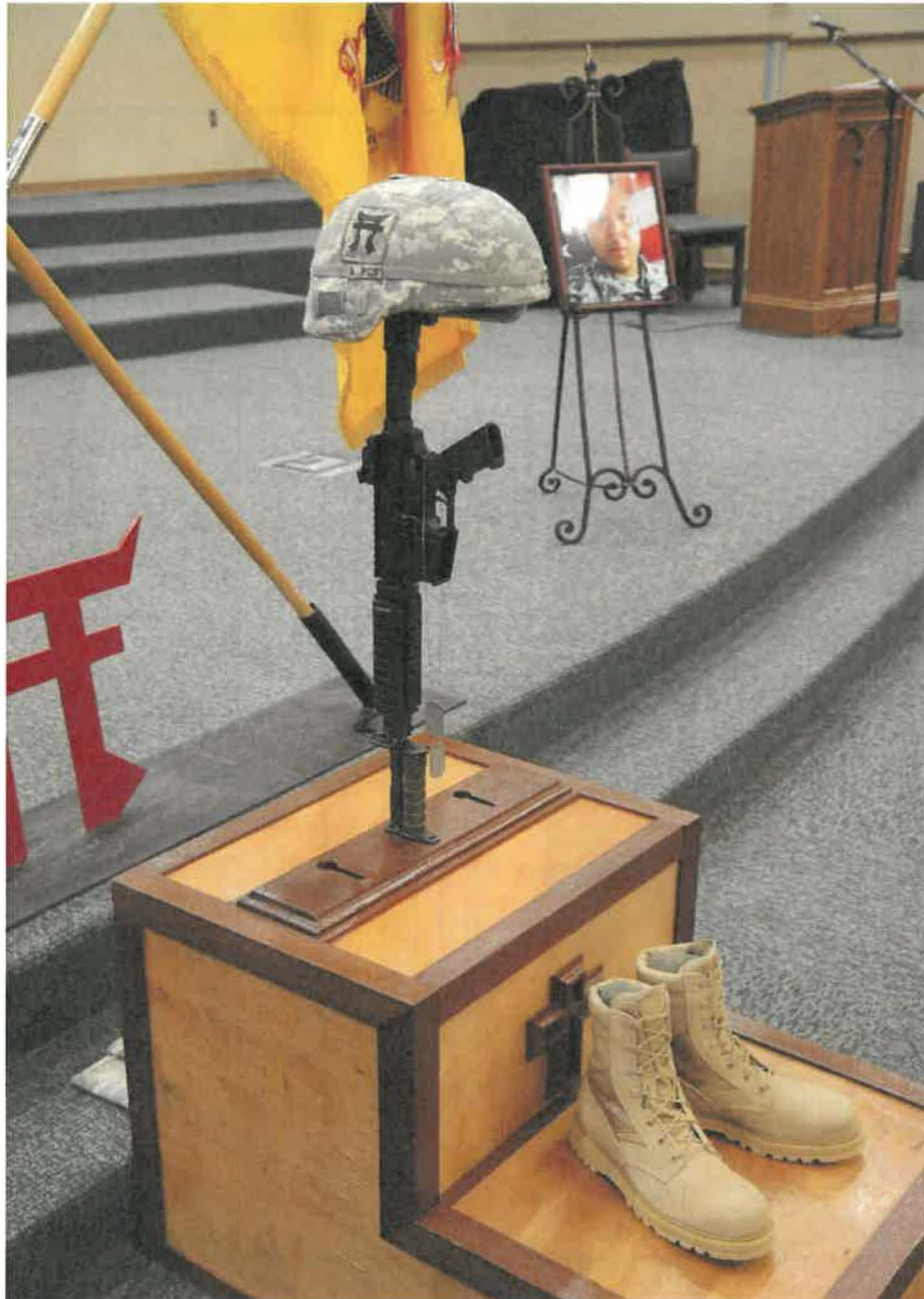
**APPENDIX D-2**

**MEMORIAL CEREMONY DISPLAY EXAMPLE**



**APPENDIX D-3**

**MEMORIAL CEREMONY DISPLAY EXAMPLE**



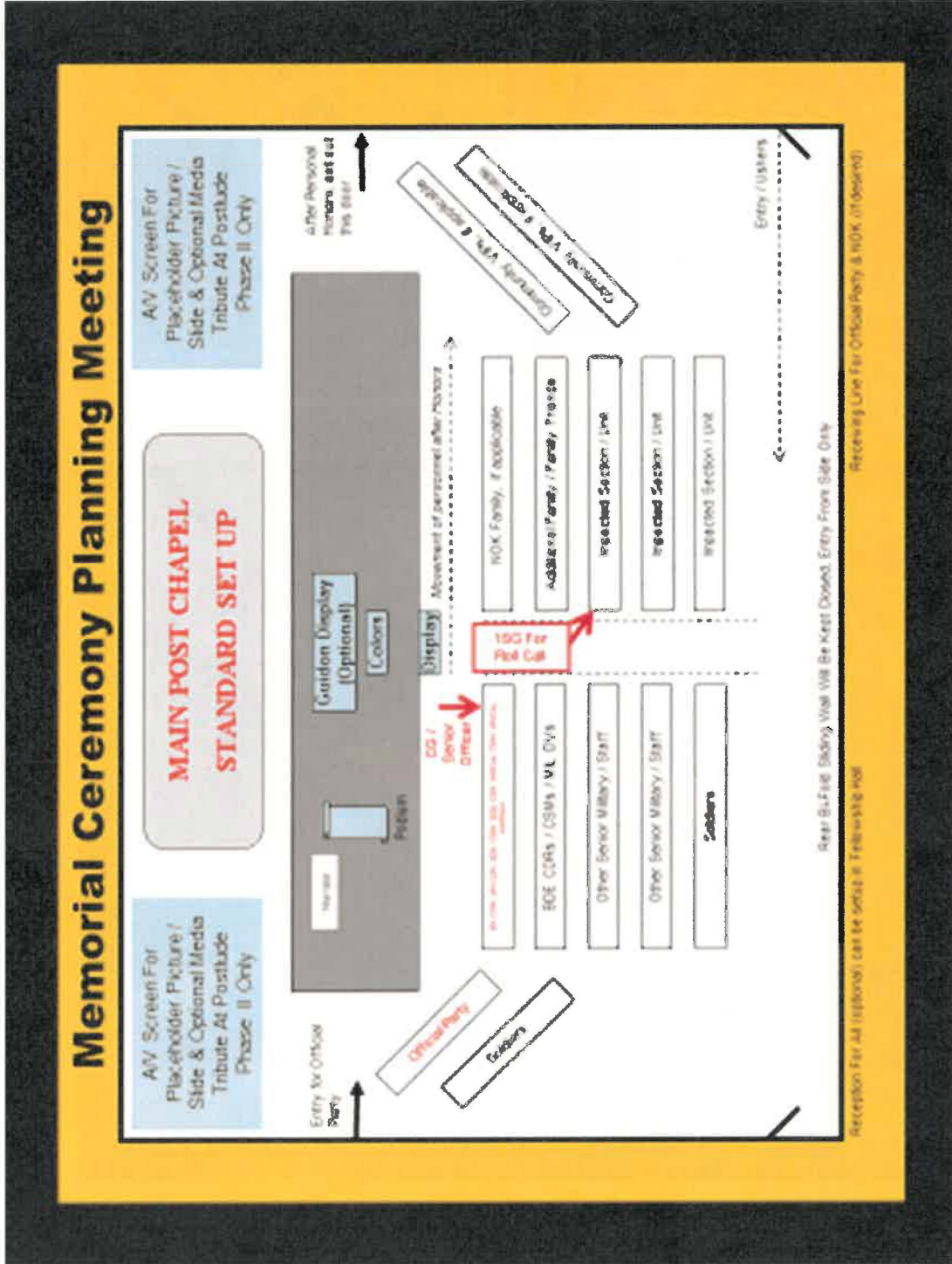
Boots will be clean, stuffed, laces even, ends hidden, and "dressed" (T-Shirts used to smooth / finish the top of inside of boot) to prevent boots from being uneven or flopping over.

For Civilians included in a Soldier's Memorial Ceremony, no boots or helmet will be used. Their weapon, and one picture and one piece of memorabilia connoting their service (badge, logo, etc.) may be used.



APPENDIX D-4

MAIN POST CHAPEL SETUP / EXAMPLE





## MEMORIAL CEREMONY SCRIPT

### PRE-CEREMONY

- 60 Memorial stand / Colors Display Ready
- 60 Script Binder Placed / Ready
- 60 Final Sound and Video Check / Ready
- 60 All Reservation Signs Placed for: Official party, GOs / Senior CMD Teams
- 45 Ushers in Place / Ready (Doors to sanctuary / auditorium / seating to hand out programs; Ushers for Senior CMD Teams / DVs, if applicable)
- 30 Prelude Music / Firing Party / Bugler in Place / Ready
- 30 Ushering as groups arrive
- 30 Escorts Ready For GO / DVs at Chapel
- 20 Prelude Music Begins . . . Unit Soldiers, w/ Roll Call Soldiers ready, seated
- 5 Narrator announces to silence all cell phones and electronic devices
- 4 Family is ushered to seats, front right, facing platform
- 2 Command Group Seated, front left, facing platform
- 1 Official party enters, far front left, facing platform

### MEMORIAL CEREMONY

**NARRATOR:** (-5) LADIES AND GENTLEMEN, PLEASE FIND YOUR SEATS, THE MEMORIAL CEREMONY WILL BEGIN IN FIVE MINUTES. PLEASE TURN OFF ALL CELL PHONES OR PLACE THEM IN SILENT MODE. WE ALSO ASK THAT YOU REFRAIN FROM TAKING FLASH PHOTOGRAPHY DURING THE CEREMONY.

(-4) FAMILY IS USHERED TO SEATS

(-2) GO / SR CMD TEAMS / DVs USHERED TO SEATS

(-1) OFFICIAL PARTY ENTERS / SEATED

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*(Command Group / Official party must be present and ALL seated, make eye contact / get head nod from Chaplain or OIC to begin ceremony)*

*Note: Ceremony only begins on queue.*

**NARRATOR:** GOOD MORNING / AFTERNOON / EVENING, ON BEHALF OF RANK / NAME OF COMMANDER, COMMANDER, NAME OF BN AND COMMAND SERGEANT MAJOR XXXXX, THANK YOU FOR ATTENDING TODAY'S MEMORIAL CEREMONY IN HONOR OF XXXXX.

LADIES AND GENTLEMEN, PLEASE RISE FOR THE NATIONAL ANTHEM AND REMAINING STANDING FOR THE INVOCATION DELIVERED BY CHAPLAIN XXXXX, THE NAME OF UNIT, BATTALION / BRIGADE CHAPLAIN.

*(National Anthem is played)*

*(Chaplain gives the invocation)*

**CHAPLAIN:** INVOCATION....PLEASE BE SEATED.

*(Should Chaplain forget to seat guests, Narrator will execute prior to remarks below)*

**NARRATOR:** LADIES AND GENTLEMEN, THE COMMANDER OF NAME OF UNIT, RANK / NAME OF COMMANDER.

*(Commander's Remarks complete)*

**NARRATOR:** LADIES AND GENTLEMEN, WE WILL NOW HEAR FROM RANK / NAME OF FRIEND, A FRIEND OF RANK / NAME OF DECEASED.

*(Remarks complete)*

**NARRATOR:** LADIES AND GENTLEMEN, CHAPLAIN NAME OF CHAPLAIN, THE BATTALION / BRIGADE CHAPLAIN, NAME OF UNIT WILL NOW OFFER THE MEMORIAL REFLECTION.

*(Remarks complete)*

**CHAPLAIN:** LADIES AND GENTLEMEN, PLEASE STAND FOR OUR **BENEDICTION, AND REMAIN STANDING**, FOR THE FINAL ROLL CALL, THE FIRING OF VOLLEYS, THE SOUNDING OF TAPS, AND RENDERING OF PERSONAL HONORS BY THE OFFICIAL PARTY, FAMILY, AND COMMAND GROUP. . .

**CHAPLAIN:** I INVITE YOU TO PRAY . . .

*(Benediction complete)*

**1SG / NCOIC OF FINAL ROLL CALL:**

(The designated leader, typically the 1SG, will post / stand at the front of the seating during the benediction, then *facing Soldiers of his / her unit, and in command voice, commence with the Final Roll Call*)

***\*Call the Company / Unit to Attention!***

“Sergeant (LTC / CPT, if deceased is officer) Lee”.....(SM replies, “Here, First Sergeant.”)

“Specialist (CPT / LT) \_\_\_\_\_” .....(SM replies, “Here, First Sergeant.”)

“Private (LT) \_\_\_\_\_” .....(SM replies, “Here, First Sergeant.”)

“CPT Page” .....(There is silence.)

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

“CPT James Page” .....(Again, there is silence.)

*After five more seconds of silence, the full name is called as follows:*

“CPT James Alexander Page” ..... (Again, silence.)

**FIRING PARTY:** *(3 Volleys Fired)*

**BUGLER:** (TAPS is played, immediately following Firing Party order arms; NO salute if indoors; If Outdoors, TAPS is played following present Arms).

**POSTLUDE:**

(“Amazing Grace” Long Play “Phase I” Postlude music begins immediately (recorded or live Bag Pipes), all will remain standing

(Ushering / Rendering of Personal Honors by Official party, Family, then GO / Senior command team / DVs (in that order) is initiated IMMEDIATELY upon playing of Postlude Music. (Media Tribute, if utilized (optional), may begin at this point)

**(\*\*Per MSCOE MOI, Ceremony will be no longer than 30 minutes to this point!)**

-----  
**SEQUENCE OF RENDERING OF PERSONAL HONORS:**

**USHERS: (2)**

(Facing platform, all typically move from left to right, AS USHERED / INDICATED moving to Memorial Display, rendering honors, departing to the right and out of the area. . . the Official party will then setup a receiving line for the Family, GOs / Senior command teams / DVs, and others, as they desire to the back of the gathering, out of line of sight and hearing of those waiting to render Personal Honors.)

**1) OFFICIAL PARTY:**

(Those participating in the Ceremony, who are seated on the platform.)

**2) FAMILY: (if present)**

(Usher should escort/ point/assist (if needed) NOK to Memorial stand, and after no more than 1 to 2 minutes, escort/point/assist family to exit to the right to the Receiving Line)

**3) GOs / SENIOR COMMAND TEAM / DVs (Seated in Front Row):**

(Typically GO Representative(s) / BDE CMD Team / DVs on Front Left Row)

(Once last CMD Team or Dignitary has saluted and moved away from Memorial stand, the following announcement will be made:

ATZT-CH (870)

SUBJECT: Memorandum of Instruction (MOI), MEMORIAL HONORS

**\*\*\*NARRATOR - LADIES AND GENTLEMEN, THIS CONCLUDES OUR MEMORIAL CEREMONY. THANK YOU FOR ATTENDING TODAY. SHOULD YOU DESIRE TO RENDER PERSONAL HONORS, YOU MAY DO SO AT THIS TIME, AS THE USHERS DIRECT YOU. SHOULD YOU BE UNABLE TO REMAIN, YOU MAY DEPART QUIETLY. AGAIN, THANK YOU FOR HONORING NAME OF DECEASED WITH YOUR PRESENCE HERE TODAY.**

**USHERS:**

**4) DVs: OTHER BDE / BN COMMAND GROUPS / DIV SENIOR STAFF**

**5) OTHERS PRESENT** (CSM is encouraged to consider moving groups through from left to right in larger numbers (6-10 at a time))

**6) IMPACTED UNIT, COMPANY, PLATOON, SQUAD**

*(Those closest to Soldier are typically staged to go last, to allow maximum time in expressing their personal respects, honors, and emotions)*

ATZT-CH (870)

SUBJECT: Memorandum of Instruction (MOI), MEMORIAL HONORS

## APPENDIX F

### LETTER OF SYMPATHY EXAMPLE

Mr. Michael A. Doe  
123 Maple St.  
Any Town, USA, 12345

Dear Mr. Doe,

The Soldiers and Officers of the Maneuver Support Center of Excellence join me in extending our heartfelt condolences to you for the death of your daughter, 2LT Jane R. Doe. Jane was a superb Leader, and her loss is felt deeply by our unit. Her friends, associates, and fellow comrades continue to grieve, while also drawing strength from her example of selfless service and supreme sacrifice.

I can only imagine how inadequate any words of comfort must be at this time. Nevertheless, I want you to know that we, as Jane's leaders and friends, sincerely share a measure of your sorrow. In time, may you find reassurance in the knowledge that Jane died in the service of her nation, as a sterling volunteer Citizen-Soldier, and as a proud Army Professional. The gratitude of all those Jane impacted in her superior service will remain strong and lasting. (Add personal comments as appropriate)

Please know that you and your family are in our prayers during this difficult time.

With Deepest Sympathy,

GEORGE JEFFERSON LINCOLN  
Lieutenant Colonel, Engineers  
United States Army  
Commanding

ATZT-CH (870)

SUBJECT: Memorandum of Instruction (MOI), MEMORIAL HONORS

**APPENDIX G**

**AAR EXAMPLE  
FORMAT**

AFZB-CH

1 MAY 19

SUBJECT: Memorial Ceremony AAR for NAME / DTG of Ceremony

1. **PURPOSE:** To identify sustains and improves for future memorial events.
2. **FORMAT:** Address each sustain and improve of the memorial event separately and in the format below. Submit AAR to the Garrison Chaplain Office NLT 72 hours from completion of the memorial event.
  - a. **Sustain:**
    - 1) Discussion.
    - 2) Recommendation, if
  - any. b. **Improve:**
    - 3) Discussion.
    - 4) Recommendation, if any.
3. POC is the undersigned at 777-9311.

JENNY B. GOOD  
CH (CPT) USA  
USA Battalion Chaplain

ATZT.CH (870)

SUBJECT: Memorandum of Instruction (MOI), MEMORIAL HONORS

## APPENDIX H

### LISTING OF ASSOCIATED DIGITAL PRODUCTS / TEMPLATES

(Documents and files are available on RSO Sharepoint at:  
<https://sp.wood.army.mil/sites/IMCOM/Garrison/Chaplain/default.aspx>)

1. *Memorial Ceremony Initial Planning Meeting Template* (PowerPoint Document)
2. *Memorial Ceremony Program Template* (PowerPoint Document)
3. *Memorial Ceremony PowerPoint Placeholder A/V Slide* (PowerPoint Document)
4. Music Files:
  - Pre-Ceremony Prelude Music Files / Playlist
    - o 30 mins of background music
  - National Anthem (Mandatory digital file if a live National Anthem is NOT used)
  - TAPS (Mandatory digital file if a live bugler or digital bugle is NOT used)
  - Post-Ceremony Postlude Music Files
    - o Phase I – Amazing Grace Bag Pipes / Band of Brothers (Played during rendering of personal honors by Official party, Family, DVs)
    - o Phase II – Background meditative music played during rendering of honors by rest of attendees