

Sharing the Journey

Family Assistance Foundation

"Working Together is the Answer...Compassion Consciousness is the Goal!"

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April 2016

COMMEMORATING 20 YEARS OF PUTTING FAMILIES FIRST

The 20th Anniversary of ValuJet 592 and TWA 800 mark two decades since the Aviation Disaster Family Assistance Act of 1996 was passed. The Foundation will hear from families of both at the Member-Partner Meeting April 27-28, 2016 in Santa Fe, New Mexico.



Captain Candi Chamberlin Kubeck, ValuJet 592

Known as a highly skilled pilot, Captain Candi was one of the first lady Captains to die while in command of a US Airliner. Her mother's biggest fear was that people would assume it was Candi's fault—which it turned out not to be.



Lt. Jay Smith, ValuJet 592

Paul Jordan Smith III (Jay), 24 years old, was returning home for Mother's Day after attending his fraternity "little brother's" commissioning into the Air Force as an officer, pinning on of his 2nd Lieutenant bars, and college graduation and celebrating of his selection as an F-16 pilot.



Brenna & Chrisha Siebert, TWA 800

Sisters Brenna and Chrisha Siebert were traveling on a vacation to Paris, France with first cousin Stephanie and her husband, Dan Gaetke. Chrisha had just announced her plans for marriage. Brenna and Chrisha were the only children of Larry & Helen and Stephanie was the only child of Larry's sister.



Jamie Hurd, TWA 800

James Henry Hurd, III "Jamie," 29 years old, was traveling to Paris to vacation with a girlfriend who had taken an earlier flight. Jamie had recently taken over the management of his family's mechanic shop.



Stephanie & Dan Gaetke, TWA 800

FOUNDATION TO HOST 2016 MEMBER-PARTNER MEETING APRIL 27-28, 2016

Day One: 9:00 - 12:00

Conversations with Master Teachers: Family Survivors

The Foundation's ongoing work provides the invaluable opportunity to continue learning from survivors and family members as they travel the path toward healing. We are honored in 2016 to have family member presentations about two tragedies that provided enormous learning opportunities for the airline industry, agency and governmental officials, first responders, and virtually all parties who are involved with mass casualty events.

ValuJet 592 - On May 11, 1996, ValuJet 592 from Miami to Atlanta crashed into the Everglades after a fire erupted in the cargo hold, taking the lives of all 110 passengers and crew.

TWA 800 - On July 17, 1996, TWA 800 from New York to Paris crashed shortly after takeoff when the center fuel tank exploded, taking the lives of all 230 passengers and crew.



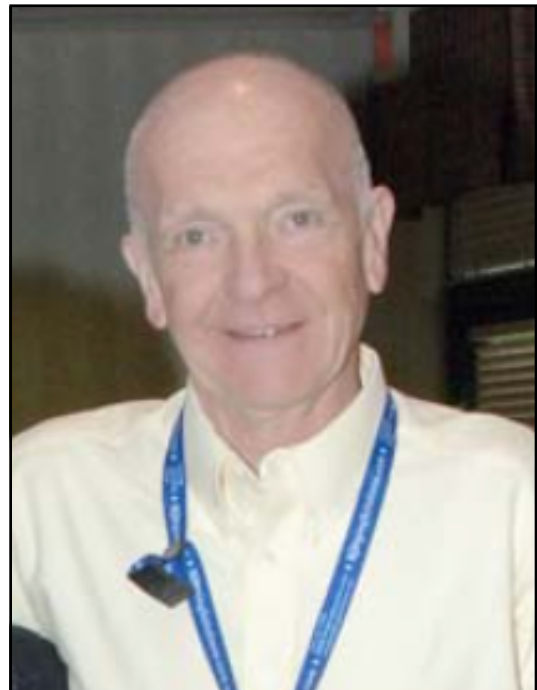
Marilyn Chamberlin lost daughter Candi on ValuJet 592



**Susan & Paul Smith
lost son Paul Jordan Smith III (Jay) on ValuJet 592**



**Helen & Larry Siebert lost daughters Brenna & Chrisha;
niece, Stephanie Gaetke, and niece's husband,
Daniel Gaetke on TWA 800**



Jim Hurd lost son Jamie on TWA 800.

Day One continued**Dr. Paul Quinnett**

DEPRESSION AWARENESS AND SUICIDE PREVENTION TRAINING

Suicide, a subject considered taboo by many, was forced to center stage with the Germanwings disaster in 2015. Post-disaster reports by physicians who treated the first officer revealed a history of depression and mental problems. Asked by many Foundation members for a recommendation on an approach that member organizations could embrace in an effort to prevent suicide, Foundation leadership reached out to a globally recognized expert on the subject, Dr. Paul Quinnett, Founder and Director of the QPR Institute.

Foundation Executive Director, Dr. Carolyn V. Coarsey, earned her psychotherapist credentials at Spokane Mental Health in Spokane, WA where she met Dr. Quinnett. On the faculty of the psychology department of Washington State University at that time, he was developing the QPR model for suicide prevention. Dr. Coarsey took training from Dr. Quinnett and, like many others, found the approach to be practical, realistic and user-friendly. The QPR approach is designed to empower everyone with information and tools for helping people in all areas of life, i.e., peers in the workplace, church and social circles, as well as family members. Learning to recognize signs of depression which might lead to suicide well in advance of an attempt to cause harm to oneself is a major feature of the program from which everyone can benefit.

Dr. Quinnett discussed with Dr. Coarsey the meaning behind the acronym. QPR stands for Question, Persuade and Refer. Learning to recognize when to ask questions about someone we care about who may be going through a life change or other difficult time is empowering and can be a gift to all those we love. Those who are attending the Member-Partner Meeting in Santa Fe, NM and are able to meet Dr. Quinnett in person will be enriched as well as educated by his presentation.

A clinical psychologist and trainer for more than 35 years, Dr. Paul Quinnett developed and managed a suicide prevention hotline, an emergency services department, and a dozen mental health service delivery programs. He has authored seven books, many professional articles, and book chapters. He was Director of Training for the Spokane Mental Health APA-approved psychology internship program for more than 20 years and has served on board of the American Association of Suicidology. He was a founding board member of two national suicide prevention organizations: The Kristin Brooks Hope Center (1-800-SUICIDE), and The Suicide Prevention Action Network. Heavily involved in the training of mental health professionals, he currently serves as Clinical Assistant Professor in the Department of Psychiatry and Behavioral Science at the University of Washington School of Medicine. To help prevent suicide, he donated the French and English electronic editions of his bestseller, *Suicide: the Forever Decision to the World* in 2005 via the World Wide Web.

More about the QPR program and a wealth of information on this timely and sensitive subject can be heard on the podcast on the Foundation's website, fafonline.org.

**TWA 800 Memorial**

Smith Point County Park, Fire Island, New York

**ValuJet 592 Memorial**

Miami-Dade County, Florida

Day One continued:

Case Studies of Members' Recent Responses

Case Study One: ***"The Impact of Social Media during a Crisis Response"***, presented by Jane Kilgour and Alice Caine-Moore of Norwegian Cruise Line

Case Study Two: ***"Responding to UPS Flight 1354"***, presented by Susan Ryan-Bisig

Case Study Three: ***"Complexities of supporting family members in what appeared to be an intentional crash of an aircraft: the pilot was the one fatality."*** presented by Amy Cann



Jane Kilgour

Jane Kilgour grew up in St. Thomas, Virgin Islands, which bills itself as the "number one cruise destination in the world." Jane recalls, "Our school was located at the entrance to the harbor, and we would look out the window and see the cruise ships pass by, daydreaming that we were on board. After school, we would head down to the pier and sneak on board the ships, eating cakes and pastries from the buffet and watching movies in the ship's theater until one of the officers found us and escorted us off the ship and down the gangway." When a position with Norwegian Cruise Line in Miami became available in 1989, Jane was able to honestly tell the interviewer that she had "lots of cruise line" experience. Jane is the Manager of Passenger Claims for Norwegian Cruise Line, Oceania Cruises and Regent Seven Seas Cruises and also oversees the Workers Compensation function for the company. Additionally, Jane and her colleague, Alice Cain-Moore, manage the Care Team function for the company which includes conducting Care Team training for shoreside team members and the management team on board the ships. Alice and Jane have been deployed on a number of occasions, and will share their experiences. At this year's meeting, Alice and Jane will be presenting a situation they both handled titled *The Impact of Social Media during a Crisis Response*.

Alice Cain-Moore is Director of Guest Relations and Support Services for Norwegian Cruise Line (NCL), Oceania Cruises and Regent Seven Seas Cruises. Her cruise line career began in 1990 as part of the Guest Relations team responding to guest concerns after their cruise ended. After participating in Care Team training with American Airlines, she began championing the cause for a formal Care Team at NCL along with her colleague Jane Kilgour. Norwegian's Care Team is comprised of shipboard team members across the NCL fleet, as well as shoreside team members in our Florida, Arizona, Germany and Southampton, UK offices. Alice and Jane have trained hundreds of team members and have been deployed several times. During our meeting they will share their experiences during deployments and particularly in the *The Impact of Social Media during a Crisis Response*.



Alice Cain-Moore



Captain Susan Ryan-Bisig

Captain Susan Ryan-Bisig is a member of the Independent Pilot's Association, the union that represents the pilots at UPS Airlines. Her flying career started in 1982 at the Edwards Air Force Base Aero Club. She got the flying "bug" and was so infected she decided to completely change careers and left her Hospital Administration job in 1986 and went into pilot training. She was assigned the KC-135, an air refueling tanker, and flew several combat missions while deployed during Desert Storm in 1991. She left the Air Force that same year and was hired by UPS Airlines where she has been since 1992. She is a Captain on the A300 and a simulator instructor. After the September 2010 crash of UPS Flight 6 in Dubai, she became a member of the UPS CARE Team. On August 14, 2013, UPS Flight 1354 crashed on approach into Birmingham, Alabama and Susan was assigned as a CARE Team member to assist the family of First Officer Shanda Fanning. Today she will be sharing her thoughts and experiences during that difficult time.

Amy Cann, Vice President, Client Services & Call Center Operations and Family Support Services led the Foundation's response in assisting a corporate member (name of company will not be disclosed) where, from all appearances the pilot intentionally crashed the aircraft, ending his own life. Many lessons were learned regarding sensitivity around words such as "suicide" and supporting the family, regardless of the cause. The team faced problems with providing a site visit on private property, connecting the family with officials during the weekend, where offices were not open, and a myriad of other challenges. Amy is a nine-year veteran with Aviem and the Foundation and manages the call center, and oversees exercises with all members and clients on a daily basis. She also heads up deployments for the Foundation and manages recruitment and training of Foundation team members as part of her multiple duties serving Aviem/Foundation clients and members, as well as families.



Amy Cann



Russell Goutierez
Vice President,
Operations and Member
Support

Day Two:

Airport Community Response™ Panel

Panel Will Feature Airport Community Response™ (ACR) Model

Families survivors, shown below, will discuss critical hours on the panel.

In keeping with the “Critical Hours” theme for Day 2 of the Member-Partner Meeting, Russell Goutierez will moderate a panel designed to exemplify how an airport can best respond to crises by working together in a shared sense of community. The term “sense of community,” taken from the field of community psychology, is defined as a feeling that members have a belonging, a feeling that members matter to one another and to the group, and a shared faith that members’ needs will be met through the commitment to come together.

Experience has identified a gap in humanitarian support between the time an incident occurs on or near an airport and when sufficient Care Team resources arrive. The Foundation believes that in today’s environment, where airlines and other businesses are expected to do more with fewer people and resources, airport stakeholders must come together as a community to ensure the the airport and airlines bridge that gap, and meet the needs of one another as well as those they serve. In 2013 and 2014, the

Foundation facilitated workshops at both Phoenix Sky Harbor and Fort Lauderdale-Hollywood International Airports exploring the ACR model. Stakeholders presented their own ideas about response and discussed how they might work together in a holistic approach. Members of both airports came together as a community and proposed solutions to mutually shared problems.

Since that time, the Foundation’s continuing research includes additional interviews with family survivors emphasizing the need to expand and share the Airport Community Response Model. With that goal in mind, family survivors, along with representatives from the airport, airline, and community resources sectors, will join Russell to further explore and develop the ACR Model.

When Zero Hour is Too Late - Jeff Braun

Communication is instantaneous when the unthinkable occurs. Are you prepared to effectively and immediately position your response efforts? From video drones to live smartphone broadcasts, the media is everywhere, asking questions and sharing information.

Prepping everyone in your organization from the frontlines to executives is more crucial than ever before. In this session led by Jeff Braun, learn how to assess and evaluate your ability to respond. From sample statements and dark sites to pre-cleared Tweets, posts and videos, it takes a coordinated approach that goes well beyond just the PR or Communications Department. This session will help you enhance your crisis communications planning to ensure everyone on your team is ready to go at zero hour.



Scott & Terry Maurer lost daughter, Lorin, below, on Colgan/Continental 3407



Kathy Johnston lost husband, Kevin, on Colgan/Continental 3407

Go to www.fafonline.org and hear Scott’s podcast discussing the challenges they faced in the first 24 hours following the accident.



Day Two continued:

Experienced airport responders will discuss accidents



Sandra Novak, MSW

Sandra Novak completed over 30 years with Delta Air Lines as a flight attendant. During that time, she earned her social work credentials and became active in supporting employees who experienced trauma.

During September 11, 2001, Sandra volunteered her services to flight crew who were stranded at hotels, offering support and understanding to pilots and flight attendants. While Sandra works full-time as a crisis counselor in South Florida and teaches part-time, she has never refused a deployment for the Family Assistance Foundation and has responded to numerous crises.

Sandra has responded to many aviation crises, having worked at the station/airport with the airline and other agency responders. Sandra will describe to the audience the role of a counseling professional as part of the response team who also uses the same listening and support techniques practiced by well-trained employee responders using the models of Human Services Response™.

Colleen Brooks, Administrative Manager, is a 25-year employee with the Broward County Board of County Commissioners, with 15 of those years at the Broward County Aviation Department (BCAD), Fort Lauderdale-Hollywood International Airport (FLL). She was instrumental in having FLL to be amongst the first airports to join the Family Assistance Foundation. Her background and education is in the field of Human Resources Management; however, it was during her first visit to an FAF Symposium that she made the decision to take on the task of bringing awareness to all staff levels within BCAD on the importance of the Family Assistance Program and the vital role an Airport plays during an emergency event and the aftermath. On October 29, 2015, a fire erupted with no advance warning on the Number 1 engine aboard Dynamic Airways Flight 405, a Boeing 767-200, enroute to Caracas, Venezuela. There were 101 passengers and crew onboard as the BCAD Friends and Family Reception Center Lead Coordinator at FLL responded to the Center.



Colleen Brooks



Barbara Webster

Barbara Webster is the Director of Emergency Response and Business Continuity for Spirit Airlines in Miramar, Florida, and has over 20 years of experience in the field of emergency response, which began in the oil & gas sector in Canada. She joined Spirit in December of 2010, after spending nine years with WestJet in Calgary, Alberta, developing and leading their emergency response and family assistance programs.

Barbara has responded to a number of serious incidents, as well as assisted internationally and domestically with fatality accidents for other airlines and non-aviation companies during her career. Her response experience includes assisting with the Afriqiyah Airways Flight 771 accident in Tripoli, Libya in 2010; the fatal GCI Communications crash near Anchorage, Alaska; assisting students and families of the SV Concordia tall ship sinking off the coast of Brazil, and leading the WestJet Incident Command Team in its response to the fatal hotel explosion at the Grand Riviera Princess in Playa del Carmen in 2010. In October of 2015, Barbara coordinated with the Spirit's Fort Lauderdale Station team to be one of the airlines to provide immediate support to Dynamic Airways in its emergency evacuation of Dynamic Flight 405, in which 22 people were injured.

She was the recipient of the "Sharing the Journey Award" from the Family Assistance Foundation for excellence in family assistance in 2009 and the Incident Director for the team that received the prestigious corporate "Heart Award" in 2012, in recognition of the response to the hotel disaster in Playa del Carmen, Mexico.

Schedule of the Meeting:

Day One: Wednesday, April 27, 2016

- 8:30 **Welcome and Introduction:**
Jeff Braun, Vice President, Communications,
Family Assistance Education and Research Foundation
- 8:45 **Opening Comments**
Jeff Morgan, Chairman, Co-Founder,
Family Assistance Education and Research Foundation
**Evolution of Compassion Consciousness in
Business and Industrial Disasters**
- 9:00 **Conversations with Master Teachers**
Carolyn V. Coarsey, Ph.D., President, Managing
Director, Co-Founder, Family Assistance Education and
Research Foundation
Conversations with Family Survivors of ValuJet 592
- 10:15 **Break**
- 10:45 **Conversation with Master Teachers, continued**
Conversations with Family Survivors of TWA 800
- 12:00 **Lunch**
- 1:00 **Depression Awareness and Suicide Prevention**
Paul Quinnett, Ph.D., Founder and Executive Director,
QPR Institute
- 2:15 **Break**
- 2:30 **Case Studies**
Jane Kilgour, Manager of Passenger Claims for
Norwegian Cruise Line, Oceania Cruises and Regent
Seven Seas Cruises

Alice Cain-Moore, Director of Guest Relations and
Support Services for Norwegian Cruise Line, Oceania
Cruises and Regent Seven Seas Cruises

Susan Ryan-Bisig, Captain, Independent Pilots
Association

Amy Cann, Vice President, Client Services & Call Center
Operations, Aviem International, Inc. and Foundation
- 4:30 **Adjourn**
- 7:00 **Dinner**
- 8-8:30 **After Dinner Presentation**
Update on American Eagle 3378 and 3379 Memorial
Dedication - Richard and Marie Anderson, parents of
Lauren Anderson, survivor of AE 3379

Day Two: Thursday, April 28, 2016

- 8:30 **The Critical Hours**
Russell Goutierez, Vice President, Operations and
Member Support

Airport Community Response Program
- 10:00 **Break**
- 10:15 **When Zero Hour is Too Late**
Jeff Braun, Vice-President, Communications
- 11:00 **Breakouts: Small group work on critical hours of
response**
Jeff Morgan
Amy Cann
Jennifer Kinney
Russell Goutierez
- 11:30 **Box Lunch and breakouts continued**
- 2:30 **Summary of Breakouts**
Presentations by participants
- 3:30 **Adjourn** FAF Leadership Team



**La Fonda Hotel on the Plaza
Santa Fe, New Mexico**



**Stephen Young,
Production & Marketing
Manager**

NEW EDUCATION FEATURES:

Wednesday Wisdom & Podcasts

We are very excited about our recent releases of Wednesday Wisdom and our podcast series, Family Assistance Foundation Podcast. Wednesday Wisdom is a short piece describing important elements of a Heart response and a Head response. The Heart represents more of an emotional connection while the Head represents more of a logical and logistical approach to a situation. Wednesday Wisdom is sent to members of our mailing list and can also be found on the Foundation website [here](#).

The Family Assistance Foundation Podcast series is designed for our listeners to be able to gain further knowledge on a multitude of different subjects. So far we have two podcasts up on our website and you can find them [here](#). There will be many more coming soon!



Carolyn V. Coarsey, Ph.D.
Managing Director,
President and
Co-Founder, Family
Assistance Foundation

EDITOR'S RECOMMENDED BOOK

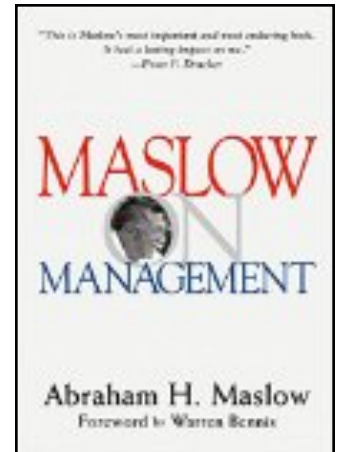
Maslow on Management

Abraham H. Maslow - 1908 - 1970

*Though not a new book, because of the use of Maslow's Needs Hierarchy in Human Services Response™ Training I decided to recommend it to our readers because of its timeless relevance to human needs in every situation, in addition to its application in crisis. Re-released thirty-seven years after its original publication entitled **Eupsychian Management**, with a more user-friendly title, we think it a great read.*

The following excerpt is taken directly from Dr. Maslow's introduction:

We learn from self-actualizing people what the ideal attitude toward work might be under the most favorable circumstances. These highly evolved individuals assimilate their work into the identity into the self, i.e., work actually becomes part of the self-part of the individual of himself. Work can be psychotherapeutic, psychogogic (making well-people grow toward self-actualization).



Dr. Maslow is an American psychologist who is best known to the world for the Hierarchy of Needs, a theory of psychological needs predicated on fulfilling innate human needs in priority, and culminating with self-actualization. Toward the end of his life, Maslow turned his attention to how the workplace influenced the psychological development of individuals. While the book did not reach the acclaim of some of his more popular books during his lifetime, such as ***Toward a Psychology of Being*** and others, his book on management was re-released when management experts began to see its relevance in the workplace today.

One of the many major points that resonated with our work at the Foundation had to do with the fact that while many people may not need or have extensive psychotherapy in their personal lives, interactions in the workplace with peers, managers and supervisors will serve a similar purpose in an individual's growth and development. In my thirty plus years of working with Care Team members, emergency leadership teams, and others involved in supporting survivors of traumatic loss, I have been struck by how these crises have influenced the growth and development of many involved in crisis response. Our work is indeed an opportunity to grow and move toward self-actualization.

Some of the other points that readers might find relevant to leadership during peace as well as crisis times include: self-actualization - the freedom to effectuate one's own ideas, try things out, make decisions, and make mistakes; synergy - what is beneficial for everyone; individual success should not occur at the expense of others; align organizational goals with individual goals.

Reading Maslow's book on management provides the reader with more insight into how we as humans are indeed motivated by predictable, ordered needs, and how work provides more than a means to an end, financially. Work itself can become the means by which we can become all that we are capable of becoming.

"This is the simplest way of saying that proper management of the work lives of human beings, of the way in which they earn their living, can improve them and improve the world and in this sense be a utopian or revolutionary technique."

Abraham Maslow, excerpt from ***Maslow on Management***.

FAMILY ASSISTANCE FOUNDATION SUPPORT TEAM UPDATES



Amy Cann
Vice President,
Client Services & Call
Center Operations

FAF Support Team Reminders:

- FAF Annual Member-Partner Meeting is April 27-28 in Santa Fe, NM. Deadline to RSVP to dede.young@fafonline.org is April 1.
- Current FAF Support Team members are invited to join our private Facebook "FAF Support Team" Group. The purpose of this Group is to provide a venue for team members to communicate with one another via Facebook. FAF Leadership will use this as a way to communicate private information to our team.
- 2016 Annual Support Team Training will be held September 22-23 at the Marriott Courtyard Atlanta Airport North in Atlanta, GA. Please RSVP to dede.young@fafonline.org. Those interested in attending training to join our team may complete an online application for interview at www.fafonline.org under the Membership tab.

CRISIS COMMUNICATIONS TRAINING

Tell Me Something Bad and Make it Good

by Jeff Braun



We all know the truth of reputation management – something built over many years can be lost in an instant, and message management has never been more complicated than it is now, in the era of social media and memes. In pondering this column, though, I find myself reminded of Tolstoy's observation that all happy families are alike and all unhappy families are unhappy in

their own way.

Happy news is easy to deliver because genuine joy and enthusiasm is obvious. Even if the person fumbles words, falls down or does the hula at the NYSE, as Sam Walton did, it all works just fine. Unhappy news is something no one wants to deliver and there are *so many ways to go wrong* that each bad example nearly stands alone. One poorly crafted and delivered message can be the moment when the years of good work come crashing down in the eyes of the world.

While some sectors are cracking open champagne bottles, (or perhaps artisan ales in Silicon Valley) others are in a deep lull, for instance the energy industry. Layoffs happen by the thousands and belts get tighter, as they should, but training should not be shelved, not just procedures and safety training, but communications training as well. How you tell your story in tough times will have an enormous effect on stakeholder perceptions for many quarters to come, and I do mean all stakeholders. *When news is not good, the risks are far greater* and a misstep can cause long lasting damage to a brand. Since every smart phone owner is a videographer and citizen journalist, any discussion of bad news *must be handled by all with delicate and sustained professionalism*.

In short:

Be prompt, be honest, be thorough.

Give the facts - give all of the facts. This may be hard, but facts will surface eventually and when they do, anything that looks like it was intentionally excluded will put *everything* you've said into question. Don't ever think "nobody needs to know that."

Remember that there is no barrier between internal and external communication. All communication migrates, from mass media to Facebook, Twitter, Instagram, even Slack; an app intended for private, internal messaging.

Don't try to minimize the impact on people's lives. That can be seen as demeaning and, in truth, you don't know exactly how others will be impacted. That is their story to tell and you can be sure they will tell it.

Take responsibility. You may not know the cause of the problem, or the cause may well be out of your control, but you must own what is yours, warts and all. People will not judge harshly those who admit mistakes and try earnestly to correct them but they will absolutely view with scorn anyone who tries to finger-point, shirk or obfuscate.

Offer strategies and solutions as soon as you can. Don't wait until all your plans are on paper, as that could take weeks. Even without details, you can say what your intent is and make it clear that moving forward with positive actions is a priority, and then offer a near-term date to begin talking about those plans in detail.

The reputation of the organization and the reputation of any given executive, including the CEO, may well be at odds. Keep that in mind as you develop your strategy.

Whether you're responding to a crisis or relaying poor performance numbers, bad news must be handled with *extreme care*. As well as the above general guidelines, there are many more points to consider, including time, place, vocal tone, body language, even attire, plus the biggest question of all – who will say what needs to be said to whom. This is why it is so important is to be ready with fully prepared people (plural) who can complete with *sincerity and grace* the job that no one really wants.

Preparedness remains the foundation of everything we stand for at FAF, and ensuring that leaders are capable of delivering bad news with clarity and credibility is prevention of incalculable worth.

NEW MEMBERS ADDED TO THE FOUNDATION



Dede Young
Administrator of
the Foundation

The Family Assistance Foundation is proud to welcome our new corporate members: BP, Essay Management and LATAM Airlines Group (LAN Airlines, TAM Linhas Aereas, LAN Colombia, LAN Argentina, LAN Cargo, LAN Ecuador, Linea Aérea Carguera de Colombia, LAN Peru, Mas Air, Transporte Aéreo-LAN Express, ABSA & TAM Mercosur).

We have also had several new individual members join over the past few months.

We sincerely appreciate your support.

MEMORIAL ALREADY BRINGING PEOPLE TOGETHER



Russell Goutierez
Vice President,
Operations and Member
Support

It goes without saying that no path is as difficult as the one traveled by primary and family survivors. For those of us who responded to accidents in whatever capacity, the fact that so many are willing to share their stories with us, welcome us to share their path, and to understand that we too are affected by these tragedies has always been humbling.

Though the following is told from my perspective, it could have been written by any employee who responded to an accident. The details may differ but the essence is the same, so this is their story as much as mine.

The route dictated by the events of our lives is not always linear, especially after those moments in which nothing is ever the same again. There are detours and delays, regressions, tangents, rabbit holes...and circles.

In February of 1988, I was a ticket counter and gate agent for American Airlines in Tampa. I remember watching television at home one evening and hearing of an American Eagle flight having crashed near the Raleigh-Durham airport. I thought of the passengers and crew, and their families. With just four months on the job, I was naive enough to believe that when airlines had accidents, surely someone was designated and trained to take care of the people involved.

There wasn't much more about the accident in the media where I lived, which is hard to imagine today, but "headline today, gone tomorrow" was often the norm before the 24/7 news cycle came into existence.

Five years later, American established the CARE Team. I volunteered and underwent two days of unique training, much of it based on Carolyn's work, that prepared us for our mission of assisting survivors and family members following emergencies and accidents. It was said the skills we learned were great to have but we might finish our careers without ever needing them. Sadly, that wasn't the case; the CARE Team deployed to four fatal accidents before the end of the 1990s.

The second was Flight 3379. During that response, I helped with a request made by the family of a deceased passenger, who had been a police officer. I remember it well because it led to a moment in which I really saw the difference between the ways of the past and what Carolyn's training had taught us about what could - and should - be done to help people in such a difficult situation.

My plan had never been to work in emergency response, but after my experience on the CARE Team, I never wanted to do anything else. I remained involved in one way or another and met many survivors from various accidents.

It did my heart good to learn that the Foundation was working with survivors and families on a memorial. When I found out Flight 3378 would be included, my thoughts went back to watching that news bulletin so many years before. I was thankful that Captain Sherrow had suggested honoring both flights, knowing how much it would mean to the Flight 3378 families to

finally have their losses recognized and acknowledged. But I wasn't working with the Foundation then and still never imagined my path would cross one day with anyone from Flight 3378.

In late 2015, the mother of the youngest Flight 3378 passenger attended the Foundation's annual training. We had a chance to talk at length and she told me about her son and her unimaginable loss. She was gracious, kind, and understanding, as so many family members are. I said, from the heart, that I wish so much there had been a CARE Team to help her and all the families that terrible night and the days following. And as always, I was touched and inspired by her determination to work with the Foundation to help others.

As plans for the Memorial dedication got underway, I saw a name I immediately recognized - the police officer who had died on Flight 3379. His family was among those we were trying to find to inform them of the Memorial dedication.

I knew from my time working in public safety that someone in his old department would remember him. We emailed the department's chief and within a few days, he helped us connect with a retired officer who wasn't just the passenger's colleague, they had been best friends, too. This gentleman soon contacted the passenger's pastor in another state, who still knows much of the family. The retired officer, pastor, and several family members will be attending the dedication to honor the passenger's memory and his service.

Two circles in my life, decades old, their ends about to meet at a Memorial that is already fulfilling its purpose of bringing people together to heal.



Lauren Anderson, passenger survivor of AE 3379 and Linda Wiggs, family survivor of AE 3378, as the mother of Bage, traveling alone, who had just celebrated his 13th birthday. Both now work with the Foundation on our Support Team.





Jennifer Kinney
Vice-President,
Corporate & Technical
Services

Member Spotlight: WE SALUTE YOU

On April 29, 2013, National Airlines Flight 102, a Boeing 747-400 modified for cargo, crashed moments after takeoff in Afghanistan - tragically killing all 7 employees onboard. Although Aviem & the Foundation were not working with National Airlines at the time of the accident, we now have the privilege of being their disaster response services partner. It was during a recent emergency drill at National's office in Orlando, Florida, that Carl Austin, Safety Assurance Manager, shared that after the accident he wrote a poem called "We Salute You, In Our Mind's Eye." An artist/friend of his later adapted the poem into a song, and the process helped him heal from the profound grief following the loss of his friends. I was honored that Carl would share this personal experience with me and asked if I could interview him for FAF's publication, *Sharing the Journey*. Carl graciously agreed, in hopes he could encourage others to use creative expression during healing.



Jennifer Kinney: *As long or as briefly as you'd like, please describe that day for you.*

Carl Austin: On the day of the accident, I was on my way to attend the funeral of a colleague. I received a notification to call the company. I called in and was informed of a possible hull loss. I turned the car around and headed to the office. On the way to the office, I received a confirmation update and the names of the individuals aboard. It seemed unreal...I was in disbelief. As our team started working our emergency response plan, we were told that a video of the crash was posted on YouTube. We experienced an intense emotional impact from seeing the accident on social media. The reaction from our staff was heartbreaking, and the rest you can imagine.

Since we are a small company, I knew all of the employees onboard and had formed a special bond with Jamie [First Officer James Brokaw], his Dad, and his brother, who both worked for National. I had even attended Jamie's wedding the year before. Another Captain onboard, Jeremy Lipka, had given me a leather jacket that he had grown out of - I still wear that jacket today and think of Jeremy when I put it on. Captain Brad Hasler used to call me all the time to discuss issues on the line. They were all good guys that loved what they did.

Jennifer: *What prompted you to write your poem?*

Carl: It was a Facebook posting of birthday wishes from the father of Jamie. I had a vision of Jamie in my mind, and I pictured myself giving a salute to him and the others who died in the crash.

Jennifer: *What a remarkable image. What made you think about the different relationships (friend, spouse, child, etc.) to those who died in the accident?*

Carl: From the birthday wishes of a grieving father, I realized that the seven men that were lost that day had many different relationships to different people; I tried to imagine what the friend, spouse, child, and parent must be thinking. I imagined that they, too, will salute their loved ones when bits of memory and emotion would enter their minds, as it was with me.

Jennifer: *How did you feel once you knew your poem was complete?*

Carl: The strange thing was that, once the thoughts entered my mind I could not stop writing. I felt compelled to put my

thoughts on paper; I have never had that feeling. All I could think of is how to express what I was feeling at the time.

Another strange thing was after I was finished writing, I had a good cry. When I heard the song for the first time, I felt I had honored my teammates and their family with something that came from the heart.

Jennifer: *I bet that was incredibly validating for your teammates' families. Was this your first written creative expression or had you done this kind of thing before?*

Carl: I have done creative writing before, but this was the first time I felt so connected with my feelings that I put myself in the place of others. I imagined what others must be feeling, on a birthday, anniversary, Christmas, or any other special day.

Jennifer: *Would you recommend writing, or other forms of creative expression, to other people who may experience the same kind of feelings when their own teammates (or others) die in a tragedy?*

Carl: Yes, I would recommend writing to others. I would find it interesting to know the different ways people express their feelings creatively.

This article was written in memory of all the lives lost on Flight 102: Jamie Brokaw, First Officer; Timothy Garrett, Flight Mechanic; Brad Hasler, Captain; Jeremy Lipka, Captain; Michael Sheets, Loadmaster; Gary Stockdale, Flight Mechanic; Rinku Summan, First Officer.

For a link to the audio version of Carl Austin's "We Salute You, In Our Mind's Eye," [click here](#). Music was written and performed by National employee, Idell Smith.



Carl Austin
Safety Assurance Manager
National Airlines

Member Spotlight continued:**“WE SALUTE YOU IN OUR MIND’S EYE”****Parents:**

You came to us, a gift from above
 You brought us joy, respect and love
 We had some spats, and we had to do what parents do
 But we had tons of fun and we called you son

Chorus:

Even though our time was short, the fit was right, like a glove we were so tight.
 Now-a-days, when moments come to mind, it makes me sad and I want to cry
 But with my strength I hold back the tears, and with pride,
 I salute you in my mind’s eye, not asking why?

Friend:

It was in third we formed a bond
 We were the little fish in a great big pond
 You stood up for me when no one else did
 The bond we had, no one could break; we held each other secrets, and always gave a lend
 We held the line we would not bent and all along I called you friend.

Chorus:

Even though our time was short, the fit was right, like a glove we were so tight.
 Now-a-days, when moments come to mind, it makes me sad and I want to cry
 But with my strength I hold back the tears, and with pride, I salute you in my mind’s eye, not asking why?

Spouse:

We had a first date and that’s all it took
 We shared special moments and read lots of books
 We became a team, as my equal we had lots of fun, I called you hon.

Chorus:

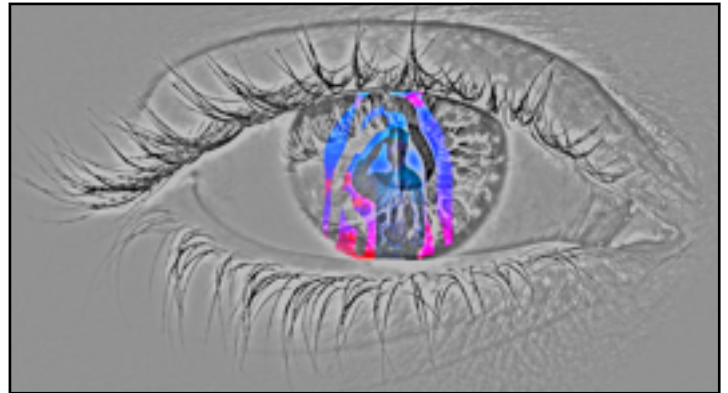
Even though our time was short, the fit was right, like a glove we were so tight.
 Now-a-days, when moments come to mind, it makes me sad and I want to cry
 But with my strength I hold back the tears, and with pride,
 I salute you in my mind’s eye, not asking why?

Child:

Your face was the first I saw that day, I trusted you, there was so much glad.
 You made me happy when I was sad; from that day one I called you dad.

Chorus:

Even though our time was short, the fit was right, like a glove we were so tight.
 Now-a-days, when moments come to mind, it makes me sad and I want to cry
 But with my strength I hold back the tears, and with pride,
 I salute you in my mind’s eye, not asking why?



Eye graphic design by Carl Austin



Memorial painting of Flight NCR 102 – painted by Arthur Striker, former National employee

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 Plymouth, England - February 11 & 12, 2016
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Care Team Leadership at Great Western Railway,
 Charlotte Winter and Paul Blair



Joan Daley Sewell - Director of Family Assistance - UK



Joanie joined the Metropolitan Police Service (MPS) in 1986 and retired in 2015 after 29 years' service. The majority of her service was spent as a detective investigating serious crime. Her passion for and commitment to family liaison was strengthened when working as a Family Liaison Officer (FLO) on the Homicide

Directorate. In 2001, she joined the MPS Family Liaison Team and worked on terrorist attacks, air, sea and rail crashes and mass fatalities in natural disasters. As a Family Liaison Advisor (FLA), Joanie was also responsible for the training of MPS

FLOS's and Family Liaison Co-ordinator's, and Disaster Victim Identification training.

Joanie has performed FLA roles for a large number of high profile incidences which include the UK response to the September 11th 2001 terrorist activities in the USA working with the Foreign and Commonwealth Office in London as well as being sent to New York to assist British and American families. She was the UK's FLA for the bombings in Bali in 2002 the British Compound in Riyadh in 2003 and at the British Consular in Istanbul in 2003, the 2004 Tsunami in South East Asia, the London bombings of 7th July 2005, the Bahrain boat disaster in 2006, the earthquake in Christchurch, New Zealand in 2011, the 2014 Malaysian air crash in Ukraine and the Tunisian Beach massacre of holiday makers in June 2015.

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Joanie continued from page 13

Joanie also worked closely with the Foreign and Commonwealth Office on the kidnaps of two British citizens in Iraq in 2004, Margaret Hassan and Ken Bigley who were both subsequently murdered and the kidnap of Annette Flannigan in 2004, in Afghanistan who was safely rescued. Jihadist terror groups were suspected of involvement in all three cases, which were not only politically sensitive, but received a huge amount of media coverage. Joanie's role was to advise senior diplomats with Family Liaison Deployment Strategies and provide specialist strategic and tactical advice to Ministers for questions in the Houses of Parliament and to brief and support the FLO's deployed to the families of the hostages.

Joanie together with the Foreign and Commonwealth Office produced a document "Guidance and Good Practice for Consular Staff and Family Liaison Officers Working Together Overseas". She has also worked with the Home Office and contributed to a publication "Information for the Bereaved" and she was instrumental in setting up a Freephone 0800 telephone number for Police Officers and Notification Officers within the Armed Services on how to deliver a death notification.

In 2004 the Ambassador of the Embassy of the United States of America (Public Affairs Section) invited Joanie to participate in

the International Visitors Program where she visited five cities, Atlanta, Washington, San Francisco, Denver and New York. She met with experts in their fields of interest from public and private sectors. Through these experiences; she gained deeper insights into the US democracy, society and culture and appreciated the diversity of opinions also perspectives among Americans.

In 2006, the Foreign Secretary and the head of the Consular Section at the FCO nominated Joanie to be honoured in her Majesty Queen Elizabeth's 80th birthday honours list. She was awarded a Member of the British Empire medal (MBE) for her services to family Liaison especially involving incidences overseas. Joanie's work raised the profile of the MPS as an organisation and proved it can deliver a high quality service wherever in the world in London and when British Citizens require it.

During her police service, Joanie received 16 Commendation Awards for her professionalism, investigation and compassion from the Police Commissioner, Senior Police Officers and Judges.

Joanie was introduced to Dr. Carolyn Coarsey and her work with Human Services Response™ in 2001, which truly inspired her, and she has been fortunate to work with Dr. Coarsey and represent Aviem International and the Family Assistance Foundation many times since.