

# Sharing the Journey

Family Assistance  
Foundation

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

VOLUME 14 ISSUE 1

The Official Newsletter of the Family Assistance Foundation

October 2015

**Upcoming 2016 Client-Partner Meeting  
will be April 27 - 28, 2016. Details coming soon.**

## **AE3378/3379 GROUNDBREAKING FOR MEMORIAL**

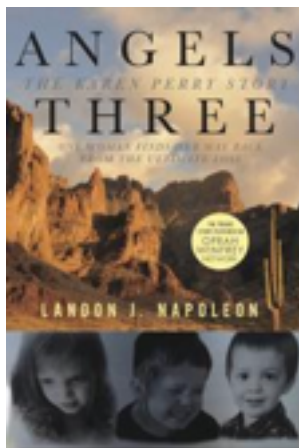


**Dee Sherrow**, kneeling, **Marie Anderson**, 4th from right, front row, and **Jeff Josefson**, back row, second from right serve as Co-Chairs. **Dede Young**, Family Assistance Foundation, 1st from right, front row, along with survivors (families, passengers and employees) of AE3378 and 3379 Memorial organizers and supporters attended the groundbreaking for the Memorial.

### Inside this issue:

- 1 AE 3378/3379 Groundbreaking, Karen Perry Story
- 2 Scott Maurer  
Russell Goutierez
- 3 First & Only Principle of Crisis Management
- 4 Editor's Recommended Book  
Members find ways to recognize others
- 5 Boilerplate or Perceived Boilerplate  
Meet Heather Ramsey
- 6 Meet James Yatras  
HSR™ Training Held In ATL  
New Members of FAF  
Crash of TWA 260 Audiobook
- 7 Wrenched Hearts  
What is SERTS?
- 8 Groundbreaking for Memorial
- 9 Groundbreaking for Memorial
- 10 Client-Partner Meeting
- 11 Client-Partner Meeting
- 12 Classes

## **FAMILY SURVIVOR, KAREN PERRY, SPEAKS AT AVIEM/FAF CLIENT-PARTNER MEETING**



November 23, 2011, on Thanksgiving Eve, all three of Karen's children: daughter Morgan, 9; sons Logan and Luke, ages 8 and 6; along with their father Shawn, perished in a plane crash. The crash happened in the Superstition Mountains in Arizona, which was literally in their backyard. Karen lost her entire family in this accident.

Karen Perry is a 30-year veteran Flight Attendant for Delta Air Lines, based in Los Angeles. Being a divorced, single mother of three young children was difficult. Two of Karen's children had special needs - her son Luke diagnosed with autism and her daughter Morgan profoundly affected by epilepsy. Karen was determined to make the best life possible for all of them. Then there was breast cancer. Twice over a decade, she beat the odds against her battles with cancer. Thinking that she had made it through some of the toughest times of her life, Karen had no idea what was looming just around the corner. Karen described how the support from others, including her employer, Delta Air Lines, helped her survive every

parent's worst nightmare.

*Angels Three* is now available on eBooks and NOOK. Print edition and Kindle will be available through Amazon on November 2nd. Click [here](#) to read the official Kirkus review!

## FLIGHT 3407 FAMILY MEMBER SCOTT MAURER JOINS FOUNDATION BOARD



Scott and Terry Maurer have been active members of the Foundation for some time and we are very pleased to welcome Scott as our newest Board Member.

The Maurers lost their daughter, Lorin Maurer, in the 2009 crash of Continental Connection Flight 3407. Lorin, an accomplished athlete, had earned a Master's degree, and her ultimate goal was to serve as Athletic Director for a major Division

I university. Her position at Princeton University involved working with coaches and former athletes to grow and develop sports and education programs.

Lorin met her boyfriend, Kevin, at the NCAA basketball finals in early 2009. During Christmas break that year, Lorin told her parents that Kevin was the man she wanted to spend the rest of her life with.

"A few weeks after she told us this exciting news," Scott recalls, "Flight 3407 crashed and all of her dreams and passions were gone in a flash. Her smile lives on today in every picture we have or others share. We love her and miss her every single day."

The results of the crash investigation led the Maurers, and numerous other Flight 3407 family members, to become aviation safety advocates.

"We learned early on that this tragedy was preventable," Scott says. Lobbying for change took the Maurers to Washington, DC, over 70 times. Scott testified in Congressional hearings and the Flight 3407 family group's efforts eventually led to landmark safety legislation.

Scott and Terry were touched when they learned how families from previous airline tragedies had also worked to effect change. "During our time of need we had no idea of all of the planning efforts previous families provided to help us deal with the fate we were facing," he says. "Without that support it is unthinkable what we would have done and how we would have functioned just to get through those first few days. Now, knowing how important support is, Terry and I want to be there for others as they were for us. Thankfully, fate brought us together with Carolyn and Jeff and we are proud to be active members of the Foundation, ready to assist whenever there is a need."

Scott also brings extensive business experience that will be helpful to the Foundation going forward. He and Terry have been married for over 35 years and recently relocated to Florida, where their son is a business professor at Tampa University. They recently celebrated the arrival of their first grandchild, Emma.

## RUSSELL GOUTIEREZ EXPERIENCED INDUSTRY PROFESSIONAL JOINS OUR TEAM



Many of you already know Russell Goutierez through his work in aviation, emergency management and public safety. Russell has joined the Family Assistance Foundation as Vice President, Operations and Member Support and will be extensively involved in recruiting new Foundation members, supporting our current members, refining operational procedures, and helping bring our Flights 3378/3379 Memorial project to a successful conclusion.

The memorial effort is especially meaningful to Russell as a former CARE Team member who assisted survivors and families following the Flight 3379 accident. "Given the work they do, I would be honored to join Carolyn, Jeff and their team under any circumstances," Russell says, "but this opportunity is even more special because of the chance to help make this memorial a reality."

Russell worked in various functional areas at Muse Air/TranStar, American Airlines and Delta, and was an early volunteer for American's groundbreaking CARE Team. He responded to Flights 4184, 3379, and 965 in roles including command center leader, long-term family liaison and EOC shift leader. After becoming CARE Program Manager, Russell directed the team's widely praised 1999 response to the Flight 1420 accident in Little Rock, Arkansas.

Russell's contributions to the evolution of family assistance include supporting other airlines in forming or developing their Care Teams; principal authorship of American's Survivor/Family Assistance Plan; serving as a liaison to family advocacy groups, airline partners, and government and non-government agencies; and testifying at the invitation of the federal Task Force on Assistance to Families of Aviation Disasters.

Russell later worked in emergency communications and with an industry-leading personal effects recovery provider. He also founded and currently moderates a LinkedIn group where emergency planners can share experiences, knowledge and best practices.

## FEATURE ARTICLE FROM THE CHAIRMAN OF THE FOUNDATION, JEFF MORGAN

# THE FIRST (AND ONLY) PRINCIPLE OF CRISIS MANAGEMENT



There is only one principle that applies to crisis management: Do the right thing. This applies to the most important element of any crisis: people. "People" includes those directly affected, passengers, guests, customers, employees or whatever definition fits the people for which you and your organization are responsible. It also includes families, other employees and the public at large that are adversely affected by the crisis. Fortunately, in this

new millennium, taking care of the people is also the right thing for the company involved and will generate the best possible outcome to the crisis.

While some talk of various principles of crisis management, these are really just components of any good crisis or disaster management plan. If the first principle is not clearly understood, chances are you won't execute those components effectively. Any good plan today should include handling inbound telephone calls, making outbound notification calls, communicating with the media, keeping up with social media, supporting all those directly impacted and their families, creating proper environments for all those people with reception and assistance centers, and effectively managing the physical, technical, financial and legal aftermath of the crisis or disaster.

When examining each of these components closely, the ultimate measure of each action and element is: did you do right by the people most affected by the crisis? So, let's look at just a few of these components that should be obvious (or not so obvious to some):

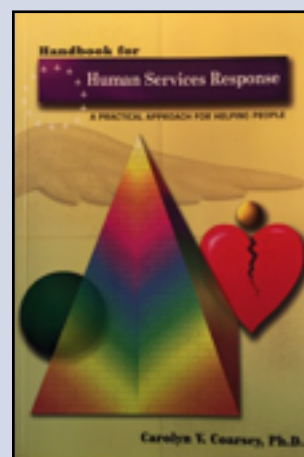
- The first thing people need and want is information. The Foundation's continuing work with survivors from all kinds of traumatic events now spans over fifteen years, and people consistently tell us that information is what they are seeking first. You don't know what to do if you don't know what you are dealing with. And just as consistently, people are angered if they learn information was available and not provided. Tell them what you know.
- People have different needs. Each family has their own unique needs, and the only right way to determine those needs is to work with families one-to-one. So often, in mass casualty responses, organizations tend to work like they are herding cattle and with the belief that, if they do something for one family, they must then offer it to all families. This is simply not true. The vast majority of families are in too much shock and pain to be concerned about what other families are getting, unless of course you are ignoring or not communicating with all families effectively. If you are truly listening to what a family needs, and working to meet those needs, it may often cost less than taking the cattle-herding approach. So often, the right words and actions mean more to people than just writing them a check for something.
- Most people are reasonable. For twenty years I've been asking organizations the same question: "What percentage of requests were reasonable versus unreasonable?" Though not scientific, the answers have been amazingly consistent. The

most common answer is 95% of people were reasonable and 5% were unreasonable. Given this information, the right thing to do is clearly to honor reasonable and appropriate requests - which will be the vast majority - and review any that are questionable on a case-by-case basis. When the cost of meeting a request is weighed against the larger costs of the response, it's usually not even a blip on the financial radar. Yet this act of assistance will probably have a greater positive impact on the people involved (and possibly, future financial settlements).

- Be inclusive, because families look different today. Our experience all over the world indicates that the definition of "family" continues to evolve. Yet, we still see decision makers using terms like "immediate family" or "blood relatives" to determine who will be helped in a disaster. Even more disturbing is haggling over relatively minor expenses. It's a given that spending decisions must be made prudently, and throwing money at a problem is not a solution. But it's also a mistake to get hung up on things like whether to honor one family's ticket request for a cousin or family friend. Decision makers often believe that if they approve one such expense, they will automatically have to do the same for everyone - despite the lack of any evidence that this actually happens.

Some continue to believe that the right thing for people is not the right thing for the company. We believe - because we have seen it again and again - that doing the right thing for all people impacted by a disaster *will* ultimately be the right thing for your company. Your actions in a crisis will demonstrate to the world what kind of an organization you are, and compassion and generosity will serve you better than the old-school risk management model of being defensive, not taking responsibility and adopting an adversarial, "line in the sand" model.

*Never do the correct thing when you can do the right thing instead.*  
— David Weinbaum



*The beginning of Aviem International and the Family Assistance Foundation are detailed in **The Handbook of Human Services Response: A Practical Approach for Helping People**. Handbook also details the beginning of family assistance in both the United States and the United Kingdom, from the perspective of passenger and family survivors along with employees and other responders. It is available on Amazon.*



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

*"Taking even one step in mindfulness can benefit all beings on earth."*  
**Thich Nhat Hanh**

## EDITOR'S RECOMMENDED BOOK

### *Mindfulness for Beginners*

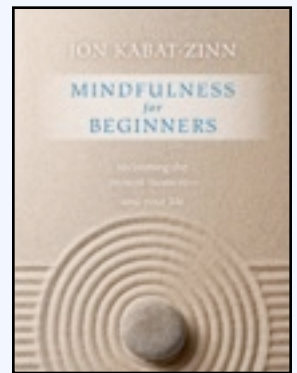
#### *Reclaiming the present moment—and your life*

Jon Kabat-Zinn

*"It tends to be a momentous occasion to intentionally stop all your outward activity and, just as an experiment, sit or lie down and open to an interior stillness with no other agenda than to be present for the unfolding of your moments—perhaps for the first time in your adult life."* (page 9)

Through Dr. Kabat-Zinn thousands of us have learned to slow down and pay attention to each moment in an effort to pay attention to what is really important to our lives on a minute-by-minute basis. While once many people were afraid that meditation was something that required too much time in an already over-crowded schedule, now, by learning to pay attention to all of our senses at all time, instead of always being lost in thought, meditation is becoming more feasible and practical.

If you have always wanted to meditate as a way to reduce stress and learn to enjoy the moment, *Mindfulness for Beginners* is a great way to begin. Each thought-provoking message is covered in 1-2 pages and can be read as a short daily message of wisdom—or read in brief chapters. The book also contains a CD where one can enjoy listening to Jon, while relaxing in the AM before beginning your daily schedule or at night before falling asleep. Either way, a few minutes each day spent looking through this little book of only 150 pages, loaded with wisdom and inspiration, is time well spent.



## MEMBERS FIND WAYS TO RECOGNIZE OTHERS WHO SERVE ...

The Foundation's Board of Directors made a donation to Karen Perry's Foundation (see page 1) to help support her goals of helping children. Individual members were able to contribute to Karen's Foundation by purchasing Sara Low Pins for \$5.00 each, the day of Karen's presentation. Since members already have pins of their own, they were encouraged to share the pin and card which bears Sara's picture and explain how the Foundation came to name the pin after Sara. Following is the story of Care Team leader Jane Kilgour from Norwegian Cruise Lines who gave her pin away on her flight home.



Sara Low, center, with parents Mike and Bobbie Low



**Jane Kilgour,**  
**Norwegian Cruise Line**

*While waiting at the gate, I began speaking with an employee of American Airlines. I told him I had been attending a Care Team conference and that I was a member of Norwegian's team. In turn, he told me that he volunteers in American's Honor Guard. The Honor Guard is made up of special employees who pay homage to the remains of our brave military who have given their lives in service to our country. They drape the coffins in flags and escort the remains to connecting flights. He gave me his card, along with a star that was saved from a U.S. flag. You will recall it was our mission to bestow the pins honoring Sara Low to deserving individuals, and I could not think of anyone more deserving. He immediately put the pin on his lapel and said he would wear it with pride and honor!*

## BOILERPLATE OR PERCEIVED BOILERPLATE

by Jeff Braun



“Our thoughts and prayers are with...”

Wait - stop. How often have we heard those words? How often did they have an impact?

Expressing condolence is never easy and there are thousands of websites, books and blogs to help people with this truly difficult speech. Many of them simply offer sentences you can cut and paste or,

when needed, repeat from memory.

But it is also clear from the huge numbers of complaints about public insincerity that boilerplate condolences and clichéd words of concern are increasingly not working. The problem is both in the delivery and the words themselves.

The delivery looks insincere when the words are spoken in a monotone or blurted out quickly or, worst of all, read. But even if the person delivering them makes eye contact, looks sincere and *actually is* sincere, a cliché is still a cliché, and it is always seen as words the speaker *put zero thought into*.

Think about the related communication fail; the not-really-an-apology apology, which has been under fire for some time. Woe to the person who says, “I’m sorry if anyone was offended,” or “Mistakes were made,” for the Twitterverse will respond swiftly with much scorn. Non-apology even has a [Wikipedia page](#) and a quick search will find numerous lists of public figures whose non-apologies were blasted.

The apology also has a cultural context. For instance, in Japan, apologies are seen as a way of preserving the social contract and moving forward. In the litigious United States, apologies may be seen as an admission of guilt, thus many businesses have long been advised by their lawyers to never apologize, which was the driving force behind the non-apology. But the need to say you’re sorry and the desire to hear those words is so strong that

[36 states have enacted laws that shield those who apologize from having their words be admissible in a lawsuit.](#) It is good to remember this, as the condolence and the apology often work hand in hand.

Grief and condolences also have their cultural context, but the expression from a company or large organization has only existed for a comparatively short time. The direct experience, via electronic media, has been with us for less than a century but, as we all know, the internet and social media are changing all the ways we communicate and it is apparent the boilerplate condolence is coming under fire. What’s the solution?

Also, most critical, be sure that the person delivering the message is capable of the utmost sincerity, visually and verbally. Ideally, the one who takes on the job will be someone who has been pre-assigned the task and who has taken the time to plan for and rehearse the delivery of sad news. If you have not chosen that person *for each potential location* of your organization, and that person’s back-up, get started.

When a tragedy requires the top person to be present but that person isn’t capable of the utmost sincerity, consider dividing the job, with the CEO uttering only a sentence or two and your best verbal communicator taking on the major role.

Anyone who may be in this position should be tested—auditioned, if you will—and if they show potential or they are in a position where they **MUST** be the spokesperson, they should be battle-tested during spokespersons training and drills.

Review your pre-written statements to ensure they are cliché-free and contain the thoughtful words to express sorrow and sadness for a variety of situations. Make sure the people in your organization know where to find them and how to use them.

At the fear of sounding cliché myself, I’ll close with this reminder; the public’s demand for sincerity, clarity and transparency has never been higher, and their ability and delight in skewering those who fail has never been more sure. This is how we live now. Understand and prepare.



Heather Ramsey

### FOUNDATION WELCOMES NEW FINANCE MANAGER

Heather Ramsey is a native of Atlanta, Georgia, and is a graduate of Georgia Tech, where she earned her Bachelor of Science in Management with concentrations in Accounting & Finance. She has also earned the Chartered Financial Analyst (CFA) designation. Before joining Aviem and the Foundation, Heather worked as an Investment Analyst for a variety of organizations including a large public pension plan, a major university and a global investment firm. Heather enjoys spending time with her husband, Jeff, and their two sons, Griffin and Andrew. She is active in her local community and in her free time enjoys playing tennis, attending her sons’ sporting events, reading and traveling.

Please make note of our new address. If you require an updated W-9, Heather will be happy to provide one.

Family Assistance Foundation, Inc.  
555 North Point Center East  
Suite 400  
Alpharetta, GA 30022

## FOUNDATION LEADERS AROUND THE GLOBE

**JAMES YATRAS**

**VICE PRESIDENT, ASIA PACIFIC**



James is Vice President, Asia Pacific, of Aviem International, servicing clients throughout Asia, Australia, the Pacific and supporting Aviem International globally when his expertise is required.

Prior to his career in aviation, James worked in the finance industry as an IT Infrastructure Manager, where he developed business continuity and disaster recovery processes, designing fault-tolerant systems architectures as well as managing service delivery and project management teams.

Over the last decade, James held a number of roles within Virgin Australia, and his achievements include the project management of its first international subsidiary (Pacific Blue) and its MRO (Virgin Tech). James developed the Virgin Australia enterprise wide-risk management framework with an emphasis on the practical application of risk to improve safety and business outcomes and which formed the foundation for the airline's Safety Management System.

During his time at Virgin Australia, James worked relentlessly to establish the Virgin Australia emergency response program. James expanded this program to Africa, Middle East, Asia, Australia, New Zealand and the Pacific where he delivered training and used a risk-based approach to ensure the capability of the program addressed the unique challenges in international locations as Virgin Australia expanded its operations. James was also instrumental in developing the highly successful Virgin Australia Special Assistance program.

James has responded to a variety of crisis events both domestically and internationally including Earthquakes, Floods, Tsunamis, Volcanic Ash, Mass Food Poisoning Events, Major IT Systems Failures in addition to a number of major aviation related responses for which he has received a letter of thanks from the Australian Minister of Aviation.

For the last 23 years James has been lovingly married to his wife Tracey, and together they raised a family, with two sons, Kirk and Luke.

## HUMAN SERVICES RESPONSE™ TRAINING WAS HELD IN ATLANTA, GEORGIA - SEPTEMBER 22 - 23, 2015

by Amy Cann

Vice President, Client Services & Call Center Operations



The Foundation hosted annual Human Services Response™ (HSR) training for our own team of responders in Atlanta, GA, on September 22-23, 2015. The advanced HSR™ course was taught by Dr. Carolyn V. Coarsey. Mike Kavanagh, Regional Director from Perth, Australia, joined us to share lessons learned from MH 370. And we welcomed several new members, including family survivor Kathy Johnston, Continental 3407. Look for more information on this class in the next issue of *Sharing the Journey*.

These annual classes are open to individuals who are not part of any organization or agency that already holds an FAF Corporate Membership. If you know someone who may be interested in attending a future class, please have them contact Dede Young at [dede.young@fafonline.org](mailto:dede.young@fafonline.org) for more information on the application and interview process.

## NEW MEMBERS ADDED TO THE FOUNDATION

by Dede Young

Administrator of the Foundation



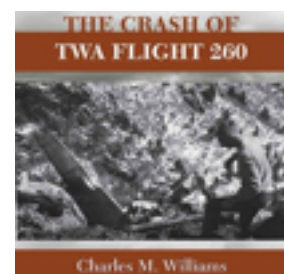
The Family Assistance Foundation is proud to welcome our new corporate members: Haverfield Aviation, Miami International Airport, Northeastern Aviation Corporation, Skytrans, Sky Airlines & Tauck, Inc. We have also had several new individual members join over the past few months.

We sincerely appreciate your support.



Foundation member, Bill Williams' book *Crash of TWA 260* is now available on audiobook.

Click [here](#) to purchase the audiobook.



## “WRENCHED HEARTS” GROUP GIVES GRIEVING PARENTS HOPE

*Dr. Carolyn V. Coarsey was invited to present a Foundation workshop “Awakening to Life through Loss” at Wrenched Hearts this past April. She was so impressed with the organization and the work of its founder, Tim Moyer, that she asked permission to publish an article about the group and their support of parents who have lost children.*



**Tim Moyer**

Tim Moyer has lived every parent's worst fear.

“My son Jason Thomas Moyer passed away on February 5, 2011,” Tim recalls. “Jason was my best friend, my golf partner as well as my youngest son. He was 25 years old and was 30 days away from coming home and getting married.”

Suddenly losing Jason took Tim to a place few can understand or even imagine. “I was devastated and lost,” he says of that difficult time.

“Bouts of emotions, confusion and other emotions became the norm for me.”

Then Tim, a fleet manager at Delta Air Lines' maintenance headquarters in Atlanta, met a colleague who had also lost a son. Sharing their stories, and just knowing someone else understood the unwanted and uncharted path they were traveling, had what Tim calls “an astounding healing effect” on both men. The experience motivated Tim to explore the possibility of forming a group through which bereaved parents could support each other.

Tim brought the idea to his boss, Jim Ganopoulos, who encouraged Tim to proceed and approved company time and meeting space for a kickoff event that drew ten attendees. The group held lunchtime meetings for the next year and membership increased to about 30, mostly through word-of-mouth.

Ron Finch, who lost his infant son Ron Jr. in 2000 at just 11 days old, didn't hesitate when Tim asked him to help. “We have become a family,” Ron says of the group. “We care for one another, cry with one another, share with one another and take

care of one another.” Ron, whose goal is for “Little Ron” never to be forgotten, discovered that sharing his story and helping others also helped ease his own pain. “The hole I have in my heart becomes a little smaller with each meeting, each discussion, each new member that I can listen to. My life has been incredibly different because of Wrenched Hearts.”

Tim wanted to expand Wrenched Hearts' reach to Delta's entire population of more than 80,000 employees, a vision he shared with Mike Campbell, the airline's former chief human resources officer. Mike's reply makes it easy to understand Delta's reputation as a great place to work. “Let's go,” he told Tim. “What do you need?”

A companywide kickoff in February 2014 yielded nearly 50 new applicants. Wrenched Hearts has since grown to about 175 members from cities across the country and from every Delta division. Additional chapters have formed in Minneapolis-St. Paul and Salt Lake City. But Tim Moyer is still a man with a mission. “I want to see every Delta employee that qualifies as a member of Wrenched Hearts have the opportunity to be a part of the group and find healing. I have found that when we help others, we find some help for ourselves.”

We at the Family Assistance Foundation salute Tim and all the members of this remarkable group. It takes strength and courage to reach out through one's own pain to help someone else – especially when it requires sharing such an intensely personal loss of your own.

We also thank and applaud Delta Air Lines for supporting Wrenched Hearts and for seeing people as whole individuals and not just employees. We hope Delta's outstanding example inspires other organizations to follow a similar course.

## WHAT IS SERTS?

by **Jennifer Kinney**

**Vice-President, Corporate & Technical Services**



At some point, you may have heard one of us use the term “SERTS.” SERTS is an acronym that stands for **Strategic Emergency Response Tracking System** and is Aviem's custom software application designed to track and maintain all aspects of our disaster responses. The system provides our clients with:

- An enormous storage capacity for call center inquiries
- A way to manage all information about those directly affected by a crisis, as well as their families
- The ability to store and maintain response team information, such as Special Assistance Teams (SAT) or Care Teams
- Unprecedented reporting capabilities on all information

SERTS runs in “the cloud” through the widely renowned **force.com** platform and can be easily accessed through any computer, tablet, or smart phone with a good internet connection. Therefore, it can be updated and accessed in real time, by hundreds of users around the world.

One of my roles at Aviem & FAF is to train our clients and support team on how to make the most of this valuable system. Jeff Morgan and I are currently designing new videos and tutorials for SERTS, which we hope to launch by the end of 2015. If you are interested in learning more, please email me at any time: [jennifer.kinney@aviem.com](mailto:jennifer.kinney@aviem.com).

# AE3378/3379 GROUNDBREAKING IN CARY, NC MARCH 24, 2015



Dede Young, Foundation Administrator, presents check to the Town of Cary, NC, as Marie Anderson looks on.



Lauren Anderson, survivor of AE3379, and David Ferrell, first responder, who carried Lauren to safety from the crash site of AE3379 and also assisted others of the crash.



Capt. Dee Sherrow, who led the investigation of AE3378 and best friend of Capt. Cole who perished in the crash, is shown with Linda Wiggs, mother of Christopher "Bage" Wells (13 years old), also killed in crash. The above license plate belongs to Linda.



Brian Wiggs and Joan Sherrow



# AE3378/3379 GROUNDBREAKING IN CARY, NC MARCH 24, 2015



**Sylvia Farrington, Foundation Support Team Member, and Marie Anderson, Co-Chair of Memorial**



**Jeff Josefson, Co-Chair of Memorial, and Max Kast**



**Dee Sherrow, Belinda Smith Lusardi, DeeAnn Feuerstein, Lisa Maldonado, American Eagle, and Lauren Tascione, American Airlines**



**Lauren Anderson and Linda Wiggs**



# CLIENT-PARTNER MEETING SANTA FE, NEW MEXICO MARCH 5 - 6, 2015





**Karen Perry  
and Capt. Gordon Barnard**

## CLIENT TRAINING CLASSES



Norwegian Air Shuttle



Bristow Group



CNH Industrial America