

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

Family Assistance
Foundation

Sharing the Journey

VOLUME 9 ISSUE 1

The Official Newsletter of the Family Assistance Foundation

FALL 2011

The Family Assistance Foundation, Inc. is an independent non-profit corporation founded for the purpose of empowering people following tragedy. Our mission is to support and improve business and industry responses to emergencies and disasters.



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2012 Symposium To Be Held 7-8 June in Miami, Florida

The Foundation is delighted to announce the first International Humanitarian Assistance Symposium, to take place June 7th-8th, 2012, in Miami, FL, in partnership with InterCruises Shoreside & Port Services. This IHAS 2012 will be a unique meeting where survivors of tragedies from around the globe and employee responders from multi-disciplinary backgrounds come together for the purpose of networking and improving support of survivors in various types of disasters.

The Foundation has long recognized the need to host such a meeting in an effort to promote greater awareness of international resources that all organizations can access during an emergency. In addition, understanding various countries' laws and protocol, with regard to notification and survivor assistance, is an area long in need of greater understanding and appreciation.

IHAS 2012 is the culmination of years of experience hosting conferences and symposia, learning from our members, delegates, survivors, responders and disaster response experts of different industries. We are now combining this knowledge into one single event, presenting the lessons learned and best practice procedures from various industries to provide delegates with a more comprehensive understanding of humanitarian assistance. Furthermore, the cross-industry element enlarges the networking opportunity with fellow members located in different areas worldwide, enabling delegates to forge strong and far-reaching relationships that could prove invaluable in the event of an unfortunate incident.

The program includes presentations by employee responders, organization leaders, primary survivors and family survivors of tragedies in the following

fields: Cruise, Energy, Manufacturing, Retail, and Transportation.

In order to maximize the opportunities to network and meet people from various industries, worldwide humanitarian agency representatives, country leaders in emergency response and, most importantly, survivors, this year's Symposium will feature a gala dinner, along with a survivor reception, and lunches which will be included in the registration fee.

Please see the preliminary program on page two of this newsletter, along with registration details and more information about the Symposium on pages 13 and 16. We also encourage you to follow the website www.IHAS2012.com for up-to-date announcements regarding speakers and other exciting news about the Symposium which we know will be our very best yet! See you next June in Miami, if not before!

National September 11 Memorial Museum to Open in 2012



When the National September 11 Memorial Museum opens in 2012, one of the many personal tributes that will be featured involves Sara Low and her family. As Foundation members, we are proud to wear the winged-heart logo pin named after Sara as our own tribute to her and all of the crew members and passengers who died on

the airplanes, as well as those on the ground.

Those of you who have read the book, *Handbook for Human Services Response* (Coarsey, CV, 2004) will recognize the story of Karyn's Wings as part of the "Ripple" section of the book, where Mike Low,

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2012 The International Humanitarian Assistance Symposium

Time	Preliminary Program - Day 1 - June 7, 2012
08:00 – 09:00	Event registration
09:10 – 09:30	IHAS 2012 Symposium Opening
09:30 – 10:00	Welcome & Opening Remarks
10:00 – 11:30	<p>International Terrorism and Humanitarian Assistance: The Long-Term Perspective <i>This panel discussion will identify the importance of timely humanitarian assistance through firsthand survivor accounts. The panel will include:</i></p> <ul style="list-style-type: none"> ▪ Survivors from Pan Am Flight 103, also known as the Lockerbie disaster, who initially received little government or airline support ▪ Survivors from the World Trade Center terrorist attacks, also known as 9/11, who did receive support from government, airlines and other agencies ▪ Officials involved in the tragedies, aware of the challenges faced
11:30 – 12:00	Coffee Break
12:00 – 1:00	<p>International Humanitarian Assistance Worldwide <i>Organizations from across the globe will present the resources they offer to companies in supporting survivors of a tragedy.</i></p>
1:00 – 2:00	Lunch
2:00 – 3:30	<p>Industry Specific Workshops <i>A selection of breakout sessions divided by industry to focus on some of the considerations pertinent to that sector. Different organizations present their programs currently implemented and take questions from the group.</i></p> <ul style="list-style-type: none"> ▪ Cruise ▪ Rail ▪ Aviation ▪ Business & Industry ▪ Crisis communications - Duck and Cover or Scream and Shout - How to survive the OMG event
3:30 – 4:00	Coffee Break
4:00 – 5:30	<p>Survivor panel 1: Cruise Industry <i>Survivors from cruise tragedies will discuss the challenges faced and the support they have received. With many cruise lines now taking a proactive approach to emergency response, this panel will demonstrate the improvement in survivor care.</i></p>
8:00 – 10:00	<p>Survivor Reception & Awards Presentation <i>Delegates will have the opportunity to talk with survivors and experts on the subject of humanitarian assistance. The evening will also see the presentation of two awards:</i></p> <ul style="list-style-type: none"> ▪ International Heart Award ▪ Sharing the Journey Awards

Time	Preliminary Program - Day 2 - June 8, 2012
09:00 – 10:00	<p>International Notification Protocol: A Worldwide Perspective <i>A panel comprised of experts from around the world will identify the best practice for death notification and the variances across different geographical regions. There will also be a Q&A session for the audience.</i></p>
10:00 – 10:15	Coffee Break
10:15 – 11:45	<p>Survivor Panel 2: Transport & Travel Tragedies <i>Survivors from different transportation tragedies will discuss the challenges faced and the support they have received.</i></p>
11:45 - 1:00	<p>Survivor Panel 3: Industrial & Manufacturing Accidents <i>Survivors from industrial and manufacturing accidents will join business leaders to discuss the challenges faced and the lessons learnt from such incidents.</i></p>
1:00 – 1:45	Lunch
1:45 – 3:15	<p>Survivor Panel 4: An Employee Perspective <i>Employee survivors from cruise, aviation, rail and manufacturing industries will identify issues and challenges during response, also highlighting the assistance they received.</i></p>
3:15 – 3:30	Final Remarks & Symposium Close

2010 FAF UK Conference

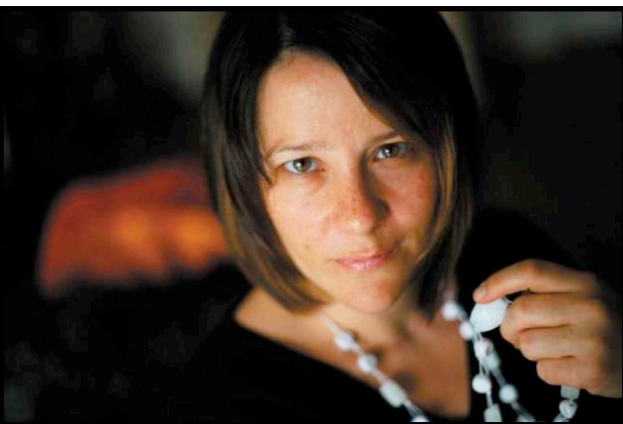
Family & Passenger Survivors Enlighten and Educate Attendees on the Value of their Help During Critical Times



Linda & Denis Bower expressed their gratitude to the Care Staff at P&O Cruises for their professional, compassionate care they received when Denis experienced a heart attack while on board ship.



Tony Garratt is shown here with his wife May who died on board a P&O ship. Tony taught participants the value of a well-thought out strategy for notification of death.



Susan Harrison Greenwood survived the London terrorists attacks of July 7, 2005. Sue praised the support of the London Metropolitan Police Family Liaison Officer program and the humanitarian assistance offered her and her family by the Transport for London Care Team.

Thank you for the great opportunity that enabled us to meet yourselves and the P&O Care Team. It meant a great deal to us to be able to put a face to a name. To personally thank them for all their help, advice, support and assistance during our unexpected experience was truly wonderful.

The event in London for us was both informative and uplifting. The thought, tenderness and kindness shown both to the souls who are lost and their inanimate objects highlighted the humanity and warmth that can shine through in such a bleak time. To see good practitioners sharing their knowledge and expertise to others, thus enabling and empowering survivors and extended families to move forward.

Thanks to the dedication and compassion of a great team, both on-board and in port and at the P&O office in Southampton, we celebrate each and every day.

Thank you once again for having the vision and foresight to establish the Family Assistance Education and Research Foundation, as it highlights that in times of crisis, humanity, compassion and care are vital.

With kind thoughts and many thanks.

Linda & Denis Bower



Elizabeth Turner was 7 months pregnant when husband Simon, shown here in uniform, died during the September 11, 2001, attacks on United States. Elizabeth also praised the UK Police response as well as the British Red Cross for their response to her immediate as well as longer-term needs.

2010 UK Conference Speakers Included Family Survivors of Aviation Disasters



Marta Kochanowska

The goal is to raise a minimum of £1,000 per child per year. The youngest of the children were born after the crash and will never know the parent they lost. For further information please contact Marta on m.kochanowska@btinternet.com

Children of the 10 April 2010 Foundation was established by Marta Kochanowska and other families of those whose loved ones perished in the crash of the Polish Air Force flight near the city of Smolensky, Russia. Marta discussed the Foundation and the need for increased support for the families of those left behind. The purpose of the Children of the 10 April 2010 Foundation is to enable

children to study in the UK.



Dr. Janusz Kochanowski perished in 10 April crash of President's Plane

Dr. Janusz Kochanowski died along with 95 others in the April 10 crash. The flight departed Warsaw and was enroute to the site of the Katyn massacre, where more than 20,000 Polish people had lost their lives 70 years earlier. The president of Poland and his party were attending an anniversary of the massacre when the flight crashed in poor weather conditions.

Dr. Kochanowski had served as the Polish Director of Human Rights.

Ryan Family Discussed Loss of Michael



Mary Jo and Thomas Ryan



Michael Ryan

Michael Ryan was one of 8 children from Shannon, Ireland who later made his life in Lexington, KY, USA. Michael was one of 49 who died on board Comair Flight 5191, August 27, 2006.

Sister, Mary Jo, and brother, Thomas Ryan, spoke at the conference about the importance of communication between the airline and the family.

The family made positive comments about many of the airline's post-crash actions, but the need to receive information was the highlight of their discussion.

Penny Thompson Talks About Tragic Loss



Diedra "Penny" Thompson



Dale Patrick Thompson

Diedra "Penny" Thompson lost her son, Captain Dale Patrick Thompson, with the crash of Fine Airlines Flight 101 in Miami, FL on August 7, 1997. Penny and other families of the crew became very active in helping raise awareness of the need for proper loading and weight issues.



2010 UK Conference Sponsors

The Foundation gratefully acknowledges the Sponsors for their support of the conference. BMS Global sponsored the survivor reception at the London Museum and provided overall support of the conference, as did Send Word Now®.

American Eagle Flight 3379 Memorial

On August 28, 2011, several members of the Family Assistance Foundation met with Danny Hopkins and Doug McRaney of the Town of Cary - Parks, Recreation and Cultural Resources Department to discuss preliminary plans for a memorial for American Eagle Flight 3379. The flight crashed on December 13, 1994, while attempting a landing at the Raleigh-Durham airport, close to the Town of Cary. Fifteen people did not survive and Lauren Anderson Slade was one of only five survivors.

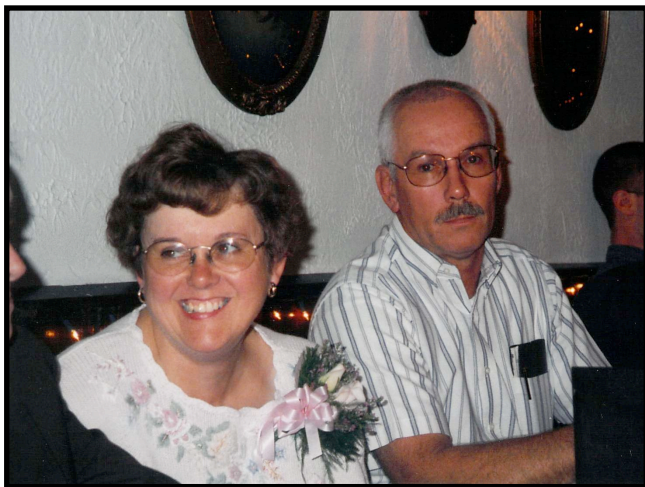
Lauren was in attendance at the meeting, along with FAF members Marie & Richard Anderson, Carolyn Coarsey, Jeff Morgan and Colin Clark. Our special thanks go to Dave Ferrell, who was one of the firefighters working at the accident that evening and who has been especially helpful in helping to coordinate our efforts with the town.

The Town of Cary Parks Department will be developing a park and possible agricultural educational area on land that is near the actual crash site, and it is the committee's hope that a memorial could be placed there. Once plans have been approved for the park, hopefully in the near future, we will be moving forward with kicking off fundraising and developing a more detailed plan for the memorial.

If you are interested in joining Lauren and co-chair Jeff Josefson, whose mother perished in the crash, in helping make this memorial a reality, please contact the Family Assistance Foundation at www.fafonline.org. We welcome anyone that would like to work with us.



Pictured above from left to right are Richard and Marie Anderson, Lauren's parents; Dave Ferrell, one of the firefighters who saved Lauren; and Lauren.



Jeff Josefson and his wife Linda



Jeff's mother, Pauline ("Polly"), who perished in the crash of American Eagle Flight 3379.

Foundation Welcomes Newest Members



GROWTH AT THE FOUNDATION - New Client Services Directors



Colin Clark

Colin Clark will assume duties for directing Foundation activities in the United Kingdom and Europe.

Colin's background includes more than twenty-five years in the travel industry with a focus on sales and marketing. Prior to joining Aviem and the Foundation, Colin served as a Sales/Account Manager for Delta Air Lines in the UK. Colin held other sales and marketing roles with Portman Travel, CWT Travel, MacDonald Hotels and Marriott Hotels.

While at Delta, Colin assisted with a family from Scotland whose loved one died in the Air France Flight 447 crash. He found this aspect of the airline fascinating, interesting and rewarding. Colin was deployed in late July 2011 to Georgetown, Guyana in South America for the Caribbean Airlines Accident (BW523) to assist both the Airline and Family members involved. Most recently, Colin assisted in training of new Foundation team members for UK, including Heathrow Express, Southwest Trains, and First Great Western.

On the personal side of things Colin has one beautiful daughter, Holly, who is now 7 years old. ☺

Steve Polk joined the FAF and Aviem team in 2011 as Director of Client Services / Business Development with a focus on Business Aviation. With the expertise Steve brings to Aviem, he will help us provide even greater value to our business aviation clients in emergency planning and family assistance, but also significant help in developing and maintain SMS programs and obtaining IS-BAO certification.

Before joining Aviem, Steve spent 11 years with Walmart Aviation serving in several key leadership roles. He began his career with Walmart as a Flight Line and Standards Captain. He then transitioned to become the department's Manager of Standards and Training and was instrumental in developing their internal flight operations audit and flight crew promotion programs; served as Chief Pilot for a pilot force of over 60 aviators, and most recently as Senior Director of Operations responsible for the safe operation of their fleet of 16 jet aircraft while providing leadership and oversight to the flight operations, scheduling, and maintenance teams.

While serving as Senior Director, he was also responsible for developing the department's Emergency Response Plan and Family Assistance Plan for the US based operation as well as their three global flight departments located in Brazil, Costa Rica, and Canada.

Steve has completed numerous aviation safety, security and accident investigation programs including the University of Southern California, Viterbi School of Engineering's – Aviation Safety and Security training, NTSB Air Disaster Response training, and the FEMA Institute's Incident Command System training.

Prior to his aviation career, Steve served in the US Army as a Military Police K-9 handler, and with the North Little Rock Police Department in Arkansas as a police K-9 handler.

Steve is a native of Arkansas and resides in the Northwest corner of the state. In his leisure time he enjoys golf, boating, and staying fit. ☺



Steve Polk



Joan Sewell, MBE, and Eric Richard shown on board a charity event on P&O Cruises in 2010.

Joan Sewell and Eric Richard have both been involved with Foundation work for several years in the UK. We are fortunate that their activities with the Foundation have increased during the past year. As a Metropolitan Police Officer for 24 years, Joan has emerged as a recognized authority in family assistance. One of the first police officers trained as a Family Liaison Officer (FLO) program, she later became one of the first FLO Coordinators. Joan has led training of other FLO's throughout the country, and has made an enormous contribution to the way that families are treated following tragedy in the United Kingdom.

Joan has received numerous Police Commendations. Most recently, Joan was a recipient of the "Most Excellent Order of the British Empire Medal" (MBE) which was presented by Her Royal Highness her Majesty Queen Elizabeth, at Buckingham Palace, for all her work with British Nationals who are affected by disasters overseas.

Eric is best known in UK for his work as an actor, director, and writer. Most widely recognized for his role as "Sgt. Bob Cryer" on the long-running television series, *The Bill*, like many who become part of the work at the Foundation Eric's life was changed forever with the loss of his 49 day-old grandson Charlie in the Tsunami in 2004. Eric was greatly touched by the compassion he received from the FLO's and others who supported him and decided that he wanted to give back by helping others. As a facilitator of classes on helping others, and a volunteer helping families, Eric is a great addition to the Foundation and his in-class role plays are like none other. Learn more about Eric in his book review on page 9. ☺

New Duty Managers

Two new duty managers have been named by the Foundation to assist in emergency response activation and management. While new in this role, both men are very experienced in family assistance responses.



Dan Bailey

Dan Bailey spent much of his earlier career with Delta Air Lines where he was heavily involved with their family assistance program. Before leaving Delta, he worked as both a Group Coordinator and Duty Director. Among his many experiences, Dan served as the Director of the Care Team Operations Center in Halifax during Delta's response to the Swissair 111 accident in 1998.

Since joining with the Foundation, Dan has responded to a plane crash in Caracas, Venezuela, a chemical spill in Farmington, NM for an energy company, and he managed the Family Support Center for the Caribbean Airlines accident response in South America in 2011.

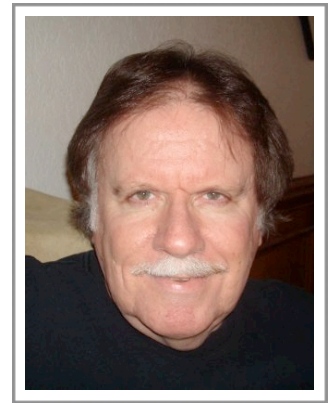
In addition, Dan provided Humanitarian Response leadership for Foundation partner, Global BMS, in the return of personal belongings in 2009.

Dan currently lives in Waco, TX with his wife Lynn. In addition to his work as a duty manager, he helps the Foundation recruit and train volunteers in the Southwest region of the US. ☺

Edward Taman is also formerly with Delta Air Lines where he, too, gained valuable experience in family assistance with the Care Team. Starting as far back as 1985, with the crash of Delta Flight 191, Edward escorted a burn victim home to Las Vegas, NV. Later, when Delta formalized their Care Team, Edward worked with a family in the Swissair 111 accident in Halifax, Nova Scotia in 1998. He later worked as a team leader in the Comair 5191 accident in Lexington, KY.

As a member of the Foundation's response team, Edward assisted families in a response involving a chemical spill in Farmington, NM for an energy company, the GCI crash near Anchorage, Alaska in 2010, and the Caribbean Airlines crash in South America in 2011.

Edward currently lives in Ft. Worth, TX with partner, Joan, who recently retired from Delta Air Lines. Like Dan, Edward is very active in recruiting and leading Foundation efforts in the Southwest, in addition to his overall responsibilities with the Foundation. ☺



Edward Taman

National September 11 Memorial Museum

CONTINUED FROM PAGE 1

Sara's father, talks about his experiences with the American Airlines CARE Team. The sub-title of this part of his story is "The Wings Saga".

In February of this year, Parade Magazine picked up the story that the Low family had donated Karyn's Wings, and the "Wings" Chronology booklet, along with a picture of Sara to the Museum. Later, in a note to the Low family, from Dr. Jan Ramirez, Chief Curator & Director of Collections, of the Museum, stated the following: "People have been deeply touched by the story of the Wings, and just last week, they were the center piece of a discussion with a group of teachers from New Jersey who were developing the state's curriculum for the history of September 11th. As they quickly noted, history is made by people, and kids connect to history through people they come to care about, and identify with: Sara's story as well as Karyn's, yours, (Mike Low), Sgt. Baker, and others touched by the "wings", are now embedded in the active memories and creative work of these master teachers!

During the first week of August, a producer from the History Channel, along

with a camera crew, traveled to Batesville, AR where they filmed Mike, Colonel Allen Baker and Sergeant Mark Baker, as they recounted their experiences with Karyn's Wings. An excerpt from Mike's story in the book follows where the connection between the military and the Wings are explained.



Photo courtesy of HISTORY

From the Foundation, we encourage all of our members and readers to visit the Museum. We view this as one more way to honor Sara and all of the flight crews, their passengers, the first responders and others on the ground who died on September 11, as well as the military men and women who were called into action in the aftermath. ☺

Read the **Wings Saga** on Page 14

*The **Wings Saga** contains details of how Sara Low's roommate, Karyn, presented Mike Low with her own wings at Sara's memorial service, as Sara's were lost in the tragedy.*

Risk Reward Communications:

Building Reputation Equity During Crisis Events

By Jeff Braun

The roles of risk management and legal personnel are never as important as during emergency events. But, often, it is the very occurrence of such an event that sends these two teams into direct conflict with the communications team. It essentially creates a crisis in the midst of a crisis – one side looking down the road trying to predict and protect the company from legal fallout and financial losses, while the communications team is trying its best to protect the company's reputation and solve the immediate demands of a response.

But what is the solution?

The most successful companies bring these teams together before a crisis or other emergency event occurs to communicate and ensure that the company's executives, corporate communicators and legal and risk management personnel are aligned and working toward the same objectives. This critical step can ensure an organization doesn't present itself in an emergency as being sterile, cold, and rigid – focused on the legal end game, rather than the human elements present in any crisis. Doing so can cause irreversible damage to both the CEO and the company's reputation. In today's wired and wireless world, one misstep could be tomorrow's viral message in the social media. It took a long time to build your company's reputation; you don't have to let a crisis or other emergency situation destroy it.

In the world of real estate, it's all about location, location, location. In the world of risk management and crisis communications, it's all about planning, planning, planning.

In our Human Services Response™ training, Dr. Carolyn Coarsey, Vice President of Corporate Culture, frequently says that having a solid family assistance program, with properly trained people, allows a company to put the humanity behind a logo. Executives who serve as spokespersons are instantly judged by the public based on what they say, how they say it, and whether there is tangible proof that the words spoken are true. That's why you have to have people and resources in place to make things happen right away. Talking about what you are doing is very difficult if your organization is not ready in the first place. No words will cover a lack of action, or a lack of preparation.

Though many companies may have the right intent, most have flawed planning and a lack of training or drills. This presents a huge missed opportunity. In this spirit, this column – and the one in our next issue – will be dedicated to providing guidance in how to prepare your organization to confidently communicate during a crisis and build *reputation equity*.

Obviously, the most important first step is to conduct an appraisal and hold discussions about what will be communicated during a crisis and how the approval process works within your organization. The key objective here is to gain consensus on what the objectives would be for your organization, understanding that you need to be able to jumpstart the approval process to move it forward.

Here are some other tips for company leaders to consider in their crisis communications strategy planning:

View the crisis as an opportunity. It is a chance to define your personal character as well as the character and values of the

company or organization you represent. Grace under pressure is respected.

Move fast. Be prepared for rapid decision-making and a *g i l e* communications. Having the first-mover advantage is critical to frame the

issue and the response. You won't be able to do this unless you've got everyone on the same page in advance.

Step up. Take ownership of the issue and of the response. Communicate your willingness to do what's right and be accountable for your actions. Make sure you can deliver on what you say. If you say you're providing support to those impacted by the tragedy, make sure you have the resources to make it happen immediately.

Back it up. Actions speak louder than words and people will learn quickly if your follow-up has been inadequate. Have a solid action plan as soon as possible or you'll risk losing all credibility.

Update information continuously. Instant access is the new norm. Any delay in communication may be viewed as stalling. A message that may work in the first hour may fail in the second hour of a crisis. Be attuned to changing facts and expectations and respond accordingly.

Be visible. Get out there and establish your leadership, accessibility and desire to help people understand what's going on and what you're doing about it. Your visibility can communicate a level of reassurance not only to the public, but also to your own employees. Training is a must to ensure your communicators can perform effectively in this high-profile, high-risk environment.

Broaden the scope. If the issue is one experienced by the industry or society, you can comment on that, but don't make it an excuse. Take care not to demean regulatory officials or competitors, unless it is part of a carefully considered strategy.

Put in the hours. People are watching. Don't leave work early. Keep everyone engaged and illustrate you and your team are working around the clock.

Don't surrender the communications. Regulatory agencies, trade associations, and others have their place, but their agenda may be very different than yours. Your goals must prevail. Furthermore, many people believe businesses hide behind trade associations. Outsourcing your communications can make you look ineffectual.

So, now you have your plan in place, but what's next? Let's consider your role as a primary communicator. The following tips are good to keep in mind:



Jeff Braun

Book About Transcendence Recommended by Foundation Members

In 2006, while Carolyn Coarsey was working with First Great Western Rail Company in Wales, Richard Green, at that time head of the Care Team, recommended a book that he felt represented one man's journey to wholeness after loss. Green identified with the author, rock band leader Neil Peart, as Green performs in the Welsh rock band, Polar Bears, in his off-time. After Eric Richard, an avid motorcyclist, began working with the Foundation, she asked him to review the book for the newsletter. Following is his review.



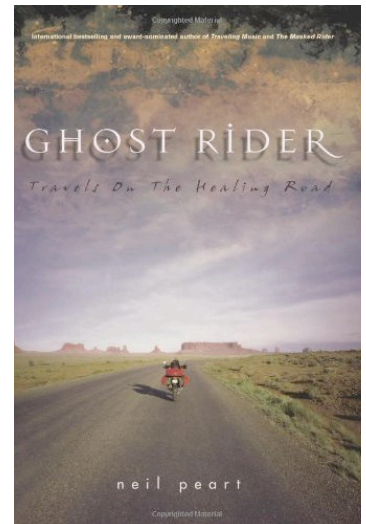
Eric Richard

When I came to read Neil Peart's ***Ghost Rider*** I was rather expecting it to be a tale of similar proportions, however what came from the page was something I hadn't been expecting. Peart, drummer and leader of Canada's most famous rock band Rush, might have been expected to have written a travel piece showing how those with everything know how to enjoy it; what the reader discovers is that at the very peak of his life devastation comes to him with a double blow that would destroy the most resilient of us. Within a period of 10 months his 19 year old daughter had been killed in a car crash and his wife lost to cancer. In an endeavour to somehow stay alive and human he takes to the road on his motorcycle and through the 400 pages we learn who is the true Neil Peart and how he will be able to follow through with the rest of his life.

As a fellow motorcyclist and traveller I truly understand how that moving across this amazing planet, and through the life that inhabits it, we can find not only ourselves but where we fit in to the

tapestry that is our existence and our place in the whole. Peart of course has his life in music, friends across the world give him solace, but what really comes through is that by immersing himself in life, no matter how painful it might be, he is able to survive and possibly even thrive. Whereas had he retreated into himself, into a cocooned world, waiting for repair to come, you feel that he would not have been saved.

To place Eric within AVIEM & the FOUNDATION is to understand that this same love of travel brought with it an unexpected price. His eldest son, who seemed to have inherited this same love, had become an inherent traveller and while journeying through SE Asia with his family their baby son was killed in Sri Lanka when the tsunami of 2004 struck. When Eric was asked to support others with the Foundation through his own experiences he found the request quite easy to respond to, and hopes that whatever he has to offer fellow travellers he does with great hope for them and everyone associated with their ordeal. 卐



A Journey to Memory-Mountain

by Merrilee Morris, mother of Chad Morris who died on US Air Flight 427, September 8, 1994



Chad Morris

bigger with each passing year."

As I reflected on what Donna said, I thought this is so true. Early on in year one, it was just getting through the days, one at a time; that special birthday, first Thanksgiving, first Christmas, and New Year. I learned to lift my head off my prayer filled pillow, put on a

Sometimes I have this expectation that this grieving pain in my head and heart should be lessening. Shouldn't that lump in my throat and my teary eyes be gone by now? After all, it's been 17 years! Why does this sorrow stay with me instead of fading into the background of my life? As Donna Weaver once put it, "The loss just seems to grow

grocery store smile, and face each day with all the faith I could muster. And I made it! You made it! We all made it! Yes we did! Through the first year, then a second year, a fifth, a fifteenth, and here we stand today at the 17th anniversary of the crash of USAir Flight 427.

Yes, here we stand not only before this monument, but also before a mountain packed full of 17 years of life's events we've missed sharing with our loved ones. OR HAVE WE? Little did I know or understand that the first year was the grief tip of this memory mountain; that the accumulation of birthdays, graduations, confirmations, weddings, babies, anniversaries, trips, picnics, recitals, memorials, reunions, awards, deaths, illness, sadness, loneliness, retirement. . . the list is endless. . . would form such a colossal mountain of memories. I would probably be overwhelmed if I hadn't known that Chad is still a part of me. He's been with me, sharing and enjoying the creation of our memory-mountain.

However, it seems like every anniversary of September 8, 1994, I need to climb to the peak of this mountain and revisit my pain

Recent Foundation Activities



Foundation members cruise on Carnival Cruise Lines

In January, the Foundation kicked off the Community Outreach training program while cruising on a Carnival Cruise ship departing out of Port Canaveral, FL. Foundation Facilitators are now trained to deliver a four-hour module of Human Services Response for community members.

The four-hour module involves basic skills of listening and offering emotional support in addition to assisting survivors with basic needs including how to learn about and access local resources during the acute phase of trauma.

Community members interested in having a presentation should call the Foundation's offices in Atlanta and discuss the details for arranging a class. ☺

Foundation to Expand Regional Teams

In response to requests for regional training of Foundation teams and volunteers, during 2012, the Foundation will offer training in regions throughout the world. If you are interested in learning more about how to make this happen in your geographical area, please contact the Foundation.

Anyone who is interested in joining the Foundation's support team can do so by visiting www.fafonline.org and filling out an application. We welcome new members. ☺

New Family Assistance Team Members (shown at right) were trained in Ft. Worth, TX last summer. Foundation leaders Sandra Novak, Amy Cann, Edward Taman and Dan Bailey trained new volunteers on Human Services Response™, the Foundation's model for helping survivors in crisis as well as the logistical practices involved in a response.



Several members of the Foundation's Support Team attended training in September in Atlanta, GA. While the training featured a review of Foundation models for assisting survivors, the training also featured newer models for assisting survivors and clients recently developed by the team in order to increase our effectiveness in family assistance.

Risk Reward Communications: Building Reputation Equity During Crisis Events

CONTINUED FROM PAGE 8

Rehearse and drill. Practice statements and Q&A repeatedly before any actual media encounters. This will help you choose phrasing that sounds natural and enhances credibility. Anticipating questions will increase your confidence. It also gives your legal team the ability to participate in the process and provide feedback and guidance in advance of a real situation.

Strive for a balance between authenticity and authority. People respond positively to those who exhibit warmth and sincerity, combined with a high level of competence. Be real, not slick.

Make it personal. Do not “detach” yourself from the situation. If you think the situation is terrible, tragic or one of the worst days of your life, perhaps you should say so. You may be in a position of authority, but you, too, are human. People need to see that.

There are few events that reveal the true character of a company or its employees more than a crisis. But with the right preparation, you can rest easier knowing that you’re ready to let such a situation be your defining moment. In our next issue, we’ll focus on presenting tips and reminders for spokespersons. If you’d like to learn more, FAF will present a special program on crisis communications during the 2012 International Humanitarian Assistance Symposium on June 7th and 8th in Miami. ☺

A Journey to Memory-Mountain

CONTINUED FROM PAGE 9

before I can begin my journey through those 17 years of memories to the bottom. With each year, the journey down seems to take longer, to be much further; the loss has grown bigger, just as Donna Weaver said. I grow weary, pause and reflect more. Not only on my mountain, but especially on the 35 years of memories we made with our son Chad when he walked upon this earth with us.

Today his memory lives in me and walks with me. He goes up and down this memory mountain with me. At least a million

planes have flown over our house in Marietta, GA since Chad died. I never fail to stop, look into the heavens and feel his loving presence. I pray the souls aloft journey safely while my heart thanks God, not only for my Chad memories, but also for my mountain of memory gifts God has so lovingly and graciously given me. ☺

Winners of 2009 Cruise Line Conference Raffle donated by Norwegian Cruise Line



Tony and Cora Lander

NCL NORWEGIAN
CRUISE LINE®

Tony and Cora Lander are pictured in front of the NCL Epic earlier in 2011 where they took advantage of the cruise they won in the raffle at the 2009 Family Assistance Foundation Cruise Line Conference. Tony suffered a heart attack while on board a Carnival ship. He and his wife, Cora, benefited by the great response on the part of the ship’s medical crew as well as the Carnival Care Team. Tony and Cora presented at the conference in 2009 and gave praise to all of the employees who assisted them. In November, Tony will celebrate “second life” anniversary which he attributes to the medical care on board the ship at the time of his health crisis. ☺

02.11.2011

Recent UK Training Classes



South West Trains & First Great Western Team Up for Incident Care Team Training

This past September, UK trainers Joan Sewell and Eric Richard, assisted by Carolyn Coarsey, conducted a class of new Care Team members for South West Trains and First Great Western. Also in attendance in the class with the new team members was Colin Clark, the Foundation's new UK Client Services Director. Team Champions, Charlotte Murray of First Great Western and Joyce Lynas of South West Trains (shown in the picture on far right), were also involved in leading the class, discussing previous deployments and responses they have experienced and learned from during the development of the UK Rail Incident Care Team which began nearly a decade ago. Plans are under way for more training with these and other teams in early 2011, particularly in light of the Olympics which are scheduled for London next fall.



Heathrow Express conducts Customer Service/Care Team training as a complete training module

Heathrow Express also conducted Care Training for new team members in September. The course was presented by Carolyn Coarsey and UK facilitators Joan Sewell and Eric Richard. In addition to the two-day class, the facilitators added an additional day for customer service training using **Managing People in Difficult Situations**, a very popular course created by the Family Assistance Foundation and Aviem International, Inc. The course features concepts similar to those used in Care classes, where participants are encouraged to identify needs that customers are experiencing and working with those needs. The highlight of the course is roleplays that are videotaped and played back for the class to offer feedback and suggestions about how the situations were handled. Eric Richard, well-recognized actor in the UK, added greatly to the fun while sharing his personal experiences with the class.



Carnival UK Holds Two Initial Classes

Carnival UK conducted two new Initial Care Team training classes for their Cruise Care program. The Care Team at P&O and Cunard, which has been recognized for excellence in Customer Care, continues to grow led by Andrew Baldwin, Katrina Ashley (in photo on right, front row, right hand side) and a highly experienced team of Care leaders such as Gill Atrill (in photo on left, front row, right hand side).

Intercruises & FAF Bring You IHAS 2012

By Stephen Denton, Intercruises

The Family Assistance Foundation is working with Intercruises Shoreside & Port Services to organise the International Humanitarian Assistance Symposium 2012 (IHAS). www.ihas2012.com

InterWho?

Intercruises Shoreside & Port Services is an experienced global business offering first class ground handling and port agency services to the ocean and river cruise industry:

- Turnaround services - the art of safely and efficiently embarking and disembarking thousands of people on and off a cruise ship over a period of a few hours whilst in port
- Shore Excursions – Coordinating tours for cruise passengers, with activities that range from city walks, to off road explorations
- Port Agency – Liaising with land-based organizations to satisfy all cruise ship and crew needs whilst in port
- Hotels – The organization of hotels for cruise guests before and after a cruise

Cruise lines work with Intercruises in over 50 countries worldwide at more than 300 ports. Operations are delivered by local teams of Intercruises ground handling experts in each destination, led by a regional director and supported by the Intercruises head office team based in Barcelona. For more information, visit the Intercruises website at www.intercruises.com.

Responsible Training

In 2012 Intercruises will be responsible for moving hundreds of thousands, if not over a million people. On a single day, in one port, with an individual ship, Intercruises could be responsible for the well-being of approximately 7000 people. This level of responsibility means Intercruises teams must be prepared for all eventualities, including the situations that no one wants to prepare for.

Intercruises has a worldwide training program for all aspects of the operation, from customer service to operational efficiencies.



Included in the program is Human Service Response™ (HSR) training, with all full-time Intercruises staff able to provide appropriate humanitarian response as part of a global care team. In the event of an emergency or disaster that requires a more complex response, Intercruises is the first cruise ground handler to have a fully-trained Go Team. The majority of the Go Team members are non-operational staff that can be deployed at short notice, with little or no effect to ongoing operations.

Why IHAS?

Intercruises is committed to ensuring that survivors are treated in the correct way and recognizes the importance of HSR and Care Team training - during a cruise operation incident, it is very often the ground handler or port agent that has first contact with a survivor or takes responsibility for their well-being. However there are multiple parties involved, such as cruise lines, local authorities, port authorities and ensuring a consistent approach to humanitarian response is vital. This need is not isolated to the cruise industry and IHAS 2012 will be an open networking forum to identify business, regional and industry synergies through learning from other's experiences regarding humanitarian response. This knowledge exchange, coupled with a range of in-depth panel discussions, will reveal solutions to the different issues encountered by organizations worldwide.

IHAS 2012

"Every person that comes into contact with a survivor either helps or hurts them." (Carolyn Coarsey) Those that attend IHAS 2012 will have a better understanding of how they can help them. Register today: www.ihas2012.com. ☺

2012 International Humanitarian Assistance Symposium - Venue Details



The 2012 Symposium will be held at the Miami Airport Convention Center. The center is located just one mile south of the Miami International Airport and is adjacent to the Waterford Blue Lagoon business district.

For more information and directions to the Convention Center visit their website at: <http://www.macc.com/>.

The Wings Saga

by Mike Low (excerpted from Handbook for *Human Services Responses Response*, Coarsey, C.V. 2004)

On September 15, 2001, after our Sara's memorial service, I was talking with Sara's ex-roommate Karyn Ramsey from Boston at our home. I told her how proud I was of Sara's wings and in a wonderful symbolic gesture Kayrn gave me her wings. I pinned them on then and wore them to Boston and New York as we continued the process.

In November I sent the wings to Col. Allen Baker in Washington, D.C. and asked if they could go to the Afghanistan war on terrorism. After sending the wings I questioned my emotionally driven impulse. It bothered me that I had asked the military to do something symbolic as they went about the serious and dangerous work of war! Prior to 9/11, I had never been the type of person to use or pay much attention to symbolism. I just accepted important symbols such as flag, school mascot, logos etc. as simple representation without much deeper thought.

As a result of a friendship with Col. Allen Baker, the son of our next-door neighbor, I had been given some items as symbolic gestures. We both are fathers of girls and Col. Baker had given me a set of his helicopter pilot wings after I took his girls for a plane ride. He later gave me a military coin, which at the time I did not know the symbolism behind. Just before 9/11/01, there was an article in the Wall Street Journal that reported the trend of military "coin" giving. The article described how the "coins" were given as gestures of gratitude or respect by officers in the military and stated that President Clinton had collected hundreds of the coins while Secretary Rumsfeld was known for being parsimonious with his, giving very few. You may have noticed President Bush in a recent news clip as he visited the Vietnam Veteran's Memorial Wall laying one of his "coins" at the base. Fox news recently had a news feature on the military "coins". I now realize what wonderful men and women the symbolic coin giving represents. As you look at the coins, such as the Joint Chief of staffs, think about when you see him in press conferences with Secretary Rumsfeld; he should have one like it in pocket. I have been told that the military has made it a practice of never being with their "coin".

The response from Washington was a surprise and somewhat overwhelming. My letter was sent back to me with a group of "coins" from a four-star general, to a one star, the adjutant general and others. They endorsed the request and the wings were sent to Afghanistan. I learned later that my letter was read before mission briefings and the wings flew twenty missions with the 160th special ops (Night Stalkers) from Ft. Campbell, Kentucky. Col. Baker and others in Washington, D. C. were kind enough to keep me posted on the "Wings" travels with calls and emails.

I expected the now "combat wings" to be sent back to me by mail or at a minimum be carried back by Col. Baker at some time when he came back to Arkansas to visit his mother. He came in for a visit in March of 2002 and called asking if I could come over to his mother's house. I anticipated the return of the "wings" at that time. Instead, Col Baker asked if we would come to Fort Campbell for a ceremony honoring Sara along with the men and women of the 160th that carried the "wings" and have the soldiers present them to our family. I would not have dared to say no after the wonderful gesture the military had made in my Sara's memory. I expressed concern more than once that I did not want to cause any more trouble or effort. Personally I had great reservations because I had trouble controlling my emotions just talking to Col.

Baker and was not sure how I could manage a large group of soldiers in an emotionally charged ceremony.

As the plans for the ceremony was finalized, the military did some press releases through their media. They asked if I would talk with Stars and Stripes and that article led to more requests. I used interviews with US News and World Report, CNN, MS NBC and several newspapers to tell the story of the wonderful and generous symbolic gesture by the military.

The Fort Campbell Ceremony

As the May 21, 2002, Ft. Campbell ceremony date approached, we talked with several military people in Kentucky, and Washington, D.C. that were working on the event. Lt. Marie Hatch of the 160th was our media person at Fort Campbell and Lt. Col. Patrick Tierney from D.C. was our Wash. contact. We were told after the ceremony that this was the first time that media had been allowed into the special operations's inter-sanctum (a base inside the base) at Fort Campbell. All of this was new to me and I proceeded with some doubt as to what was proper, especially involving American Airline personnel. Ms. Jane Allen, VP at AA helped me with her influence and recommendations. I wanted some of the AA people to be there but was reluctant to bother them. The four that came were wonderful representatives of Sara's association with AA.

We asked for and received permission to land our private plane at Ft. Campbell. This required a bit of paper work with Washington, DC. but was worth it. We were allowed to land on a 11,800 foot long runway which we were told was a backup runway for the space shuttle. We went up on the morning of 5/21/02 and landed to a warm reception. Lt. Col. Tierney, Capt. Brett Jackson and some others greeted us on the ramp and took us to meet with Lt. Hatch. Lt. Hatch and Capt. Jackson said they would assist us with getting through the day and Lt. Col. Tierney said he would look over their shoulders. Lt. Hatch took us to the CNN taping which was a one-on-one with David Mattingly first and that went well. I say that it went well because my friends said so. I was fueled with nervous adrenaline and was only trying to do it right for Sara.

After the interview, we were treated to a private tour, part of which was a flight in their Chinook simulators. The Chinooks are the large twin rotor troop carriers. The pilots in our group, Rog, John and myself were allowed to "fly" the simulator. It was great experience and we were all impressed with the reality of the flights, with exposure to all effects such as dust storms, turbulence, day and night conditions and other elements. The biggest challenge was trying to couple up with a C130 tanker for in-flight fueling. None of us made the connection.

As we approached the time for the ceremony, Lt Hatch gave me a heads up on proper officer introductions (with phonetic pronunciation) and I scribbled them at the top of my remarks. Thinking that I had things (internally) under control, Lt. Hatch and Cart. Jackson escorted us to the site of the ceremony. I thought that I was prepared until I saw the outdoor tents setup with approximately 500 special operations in their uniforms and red berets with the speaker podiums out front and a backdrop of Blackhawks, Chinooks and flags. I again said to myself, "Okay, I can do this." Then Lt. Hatch took us to the front row and said "I want to introduce you to some people before we begin". She

CONTINUED ON NEXT PAGE

The Wings Saga

(CONTINUED FROM PAGE 14)

introduced us to the 160th commander, Col. Richard Polczynski and then S. Sgt. Mark Baker, the young soldier that carried the wings. He was in full combat gear with body armor, pads, etc., with only his red beret a concession to the event. That was emotional and we made it through that with a minimum of outward display and I thought again, "Okay, I can do this." We were standing in the front of all the soldiers and Lt. Hatch said, "Mr. Low I want you to meet the parents of Sgt. Phillip Svitak." The couple was seated just behind us and it hit me like a blow to the gut. These are the parents of one of the young men killed in action in Afghanistan recently. We exchanged handshakes and then hugs with the father and mother both crying. I am not sure what I said in response. That was difficult timing but a necessary introduction that has meant so much to my family as we continue to have contact with the Svitaks.

As Lt. Hatch opened the ceremony, I was really having a discussion with myself. The bottom line was that I had no choice. These people were here to honor our Sara as I had imposed on them to do. I had to stand in front of the media and these soldiers that had just returned from Afghanistan and tell them what I thought of their wonderful gesture. After the opening, the songs, the presentation of a signed print along with the "combat wings" and Col. Polczynski's speech, I took a deep breath and talked to the group from my heart for my Sara. I tried to avoid making eye contact with the lost soldier's family and speak to the red berets. My friends assured me that it went well and after my remarks several of the soldiers came to us with some personal remarks and "coins". I was still wearing a CNN wire so I could not tell them what I really wanted to say. The press had been restricted to an area off to one side and asked for some time with Sgt. Baker, Karyn Ramsey and myself. He handled CNN, several local TV affiliates and newspapers like a professional. I wanted to ask some of these Special Ops people if part of their training is media exposure. Sgt. Baker has since confided to me that he was very nervous and emotional. Also, Karyn later told her AA companions that she was very nervous during her CNN interview.

After the formal ceremony we were taken inside for a meeting with officers and Sgt. Baker. We were allowed to make a presentation to the Night Stalker Association, a support group for widows and children of fallen soldiers. Alyson made the presentation to Sgt. Baker and more "coins" were given. Col. Polczynski invited us to stay and tour more of the base and come to some events scheduled for the next day. We politely declined and worked our way back to the flight line. I continued to have the feeling that we were intruding in a serious military world for symbolic reasons.

I would have to declare that day as an experience of a lifetime. We were allowed a face-to-face with some of the men and women that make America great and I have taken every opportunity with the media since to talk about the great soldiers that stand between us and the evils that looms around the world and threatens our way of life.

The legacy of 9/11/01 and the loss of our Sara

Although we no longer have our Sara's physical presence, she is with us in so many ways. She has left a rich legacy of memories, accomplishments and friends. There are so many people that have remained in contact with us and keep Sara's memory alive. To paraphrase the lines from Josh Groban's song, "Sara is all around us".

One example is a lady that lived close to Sara in Beacon Hill. She introduced herself as we moved Sara's belongings out the week after 9/11. She continued to send us newspapers, videotapes and reports of people making visits and lighting candles on Sara's doorstep long after 9/11. She described how she and the other neighbors took note of Sara's happy personality as she went to work with her big smile and polite ways. She shared quotes from people such as local firemen that commented on how beautiful and happy she seemed to always be. In August of 2002, she called and asked if we minded if they had a candlelight memorial in the neighborhood on 9/11/02 and I told her that was fine with us. She later wrote a six-page letter describing the vigil of 250 plus people with mounted patrol, Harvard band members and AA flight attendants. The Beacon Hill Fire Dept. asked if they could keep Sara's pictures that were used in the vigil to be their "Guardian Angel". We said, "Yes," and it now overlooks a garden at the firemen's quarters.

We have so many tangible tributes from great people that make up this legacy. Sara's bedroom is full of tribute items and my office looks like a museum. Some of the items are from people that we have been dealing with during all of the struggles of the last year and half. Alyson has been in contact with a NYPD detective as the search for Sara's remains and any other items was successfully implemented. This detective now keeps items from Alyson on his wall and recently sent her a NYPD detective's jacket along with photos of his daughters.

There is the story of the Doctor in Oklahoma that wanted my wife to send him something of Sara's so that he could send it to his son to carry like the "Wings". He was special ops in Afghanistan. Bobbie did and that brought letters, videos and mementoes from his family and from him. The son called recently and we had a wonderful visit and I told him that he could keep the items that Bobbie sent him and that he and other soldiers carried in Afghanistan.

On a flight back from Hamburg, Germany last month, where I had been allowed to make a statement in the trial of al Qaeda criminal, Moniar EL MOTASSDEQ, I was fortunate to be on the final flight of a Captain Lindley who had reached mandatory retirement age. The Paris to Atlanta crew asked us to celebrate his final flight with personal notes on some aircraft photos passed around. I scribbled a note stating that I considered the flight crews heroes for continuing to fly after 9/11/01 and signed it father of Sara Low, F/A Flight 11/9/11. The captain came back later and told me that his son was flying E6Bs in the mid-east and we had a warm exchange. I sent a copy of the "Wings" chronology that I had carried to Germany to him with an inscription thanking him (he was ex-military) and his son. Both he and his wife came back again for more conversation, hugs and handshakes.

The loss of our Sara was and continues to be a very painful challenge. It is a daily challenge to not let the loss dominant our lives. One of the strongest devices that I use in this process is the legacy of these wonderful people that we have come in contact with as a result of 9/11. From the AA people, the military, the people in New York, Washington, D.C. and Boston, other 9/11 family members, old friends and new; there are so many. Even the media have been good to us. All of these great experiences and contacts that we have had and continue to have are Sara's legacy to us. ॐ

Registration Now Open for IHAS 2012

Online registration is now available for the 2012 International Humanitarian Assistance Symposium to be held in Miami, FL on the 7-8 June 2012. There are several locations from which you can register:

- The IHAS 2012 website at www.ihas2012.com
- The Foundation's website at www.fafonline.org
- Directly to the registration page at: <http://www.regonline.com/ihas2012>

As with past Symposia, the Foundation and InterCruises are making this Symposium very affordable for all participants:

Foundation Members: \$199- Early registration good until 6 May 2012, \$299 after 6 May 2012

Non-Foundation Members: \$250- Early registration good until 6 May 2012, \$350 after 6 May 2012

This year's symposium registration fees will include breaks, lunches and a gala dinner on 7 June.

Official Hotel of the Symposium: DoubleTree by Hilton Miami Airport



The DoubleTree by Hilton at Miami International Airport will be the official hotel for the 2012 Symposium. A special rate of \$105 per night has been arranged for Symposium attendees. To obtain your discounted rate, go to the IHAS website at www.ihas2012

2012 IHAS Sponsors



The Foundation is grateful for our IHAS 2012 sponsors that have joined with us thus far. Additional sponsors will be announced as they join with us in supporting this important symposium. For sponsorship opportunities and information please download the Sponsorship package from the IHAS 2012 website at www.ihas2012.com. Or, contact the Foundation at +1 404 881 2895.

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