

Choosing the Right Partner in a Crisis

In April 2007, Kenyon's CEO wrote directly to the CEO's of the airline industry. This letter was written out of a sense of responsibility as the major provider of emergency services. To insure that we kept our Members informed we included our Member CEOs.

The letter, if not already shared with you, addressed the shifting priorities and changes in focus of governments, industry and not least the customers and the media are indicating that crisis management needs to be refocused.

The salient issues of this letter were:

- Today airlines are expected to prove that they can provide immediate professional assistance and care to accident victims and their families.
- Such care is complex and extensive and incorporates disciplines as diverse as the processing and return of personal effects to the management of the thousands of post-accident telephone calls.
- The challenge for airline senior management is to fully meet the demands and expectations made of them while also satisfying the shareholders' need to continue operating a profitable business.

What concerns Kenyon is that for many airlines they depend on partners — such as emergency responders, underwriters, and legal counsel to help them provide a professional experienced response. However, the ability and level of expertise of some partners have not kept up with the demands of the aviation industry. As the aviation emergency response service community is unregulated and lacks credentialing or association-imposed standards or rating systems providers, businesses with little resources can pass themselves off as experts, with vast resources. In doing this they are gambling with the future and reputation of the organizations they support. It then becomes imperative that airlines take the time to verify experience and resources — people, equipment, facilities, financial stability and global reach. A service provider, like Kenyon, must have significant investment and training cost to provide an immediate 24/7/365 coordinated response. For this capability, organizations should expect to have to pay for the service on a

meaningful pre-incident or retained basis. If this is not the case and a service is offered to you on an 'at-need' basis, you should check whether your appointed provider can support you.

The letter went on to say that a coordinated emergency response demands that the principal functions of call center, family assistance and the return to the families of the deceased and their personal effects be managed as one system. When it comes to issues involving detailed and highly emotional family involvement, it is not just best practice but vital for your brand that a single partner should be used.

In closing Mr. Jensen pointed out that Kenyon has been in the aviation emergency response business — our only business — since 1929; we have learned and applied many lessons to ensure that our response system meets the most stringent demands.

For our Members, you can be confident that Kenyon continues to set the standard in capability, experience and professionalism and that you will benefit from our experience.

Angola Recovery Project: Kenyon Humanitarian Operation



Memorial service for victims of Angola multiple aircraft crash

In the midst of a 27-year civil war, two United Nations planes were shot down over central Angola. After eight very long years, the UN was granted permission to enter the country to recover the remains of the 23 peacekeepers that perished in those crashes. The United Nations contracted with Kenyon International Emergency Services to accomplish this goal. Kenyon responded with a team of forensic specialists who entered Angola in October 2006 to start the recovery of remains at both crash

sites. Although the conditions and terrain were difficult and challenging at times, the operation was a success. Over 200 fragmented remains were recovered from the two sites. These were transported to South Africa, being treated with dignity and respect throughout the process. The South African Police Service collaborated with the United Nations and Kenyon throughout the identification process. Family members provided DNA to determine positive identifications producing a total of 11 positive identifications as of this writing.

In April of this year, Kenyon was asked by the United Nations to participate in the memorial phase of the project by coordinating and planning a memorial service for the victims of these tragic plane crashes. Kenyon worked with the South African Police Service and a local funeral home to plan the event. A total of 10 different families were flown to South Africa for the memorial services. The gathering was an opportunity for many of the families to meet one another and share each others stories about their loved ones who were killed. The victims were fathers, mothers, brothers, sisters, aunts and uncles. Though each had different responsibilities within the UN, they all worked for the common purpose of bringing peace to the country of Angola.

The Challenges of Managing a Response

John Warren, Kenyon's Vice President of Corporate Services, told attendees at two recent conferences that the greatest challenge in managing a response in a crisis situation is the coordination of resources and information.

He told the attendees that they should consider organizing their emergency response system into those who support the response and those that are engaged in responding. A system focused on supporting a response should include supply, transportation, travel, communications, equipment, temporary storage, power, health, safety, finance professionals and security.

He also suggested that organizations need to support on-going operations without building a system that becomes too bureaucratic or inflexible. "No two incidents are the same," says Warren. He adds "While there are many commonalities among crises, there are many differences and, in the end, the ability to adjust quickly and move resources is a key component of success or failure."

Warren spoke at the Annual International Cemetery, Cremation and Funeral Associations Conference in Las Vegas, Nevada and at the Annual Health Travel Insurers of Canada Conference in Phoenix, Arizona.

Kenyon Presents at Interpol Meeting in Lyon

The ability of Kenyon to seamlessly integrate into a variety of government-based systems in an incident is vital to our ability to support our clients during their time of need. To improve that integration, Kenyon recently participated in the International Police Standing Committee on Disaster Victim Identification annual meeting in Lyon. The committee is composed of representatives from government, forensic services, forensic medicine and law enforcement around the world. The annual meeting is their opportunity to share ideas and discuss the response to recent mass fatality events.

A positive outcome of these meetings is an improved awareness of capabilities and the need for public and private agencies to work closely together to better serve those directly impacted by incidents.

Kenyon presented lessons learned from recent aviation losses and its involvement in Hurricane Katrina in the United States. There are many presentations that also included Kenyon's work in other incidents and accidents. In addition to Kenyon personnel, many of the people who serve on their own national teams are Kenyon team members.

Ensuring Contingency Plans Are Fit for Use

One of the modern dilemmas for crisis and emergency managers, especially those who are new to the subject or those who undertake the duty as one of several responsibilities, is how to be sure that your contingency plans and procedures are fit for purpose. Staff at all levels must have confidence that the plan will provide sufficient guidance and procedure to ensure a robust response and a structured return to normal operations. Without confidence, the plan may be disregarded at the time that its guidance is most required.

At Kenyon, we believe that an independent specialist review of crisis plans and procedures represents good corporate governance and can offer the following benefits:

- Plans are checked against existing industry best practice and successful results will give confidence to those in the crisis organization.
- Business partners (i.e. insurance companies or industry alliances) may offer efficiencies or service enhancements for independent proof of capability.

- Budgets for training and planning can be justified. Importantly, the process is likely to be more efficient because funds and effort can be channeled more appropriately.
- Proven and documented capability in key areas can assist companies to meet membership prerequisites for other organizations (i.e. IOSA).

Kenyon offers two independent services that can help to achieve tangible benefits:

Exercise Observer

In its simplest form, an independent check can be achieved on a single event. This is particularly relevant to exercises and drills. We offer to attend your exercise as an observer, to consider everything that we see and hear and read against the many other exercises and, of course, the many real events that we have attended. The Kenyon observer would be an integral part of the debriefing process and would compile a full exercise report.

Crisis Management Review

Kenyon offers to review your existing crisis plans, procedures and training for compliance against industry best practice. The review would normally be conducted at your head office and would comprise interviews with key personnel (to gain their expectations, priorities and concerns), organizational readiness and written plans. We recommend extending the review to include key partners and particularly route stations. The full report would include any recommendations for remedial attention.

Kenyon Donates School Supplies to Five African Schools

In April of this year, Kenyon participated in a United Nations memorial for the families who lost their loved ones in an aircraft crash in Angola. Following the ceremony, Kenyon staff and team members visited an elementary school in South Africa and donated much needed school supplies to the teachers and students.

The school principal said that he appreciated the generous donation and will use it to further the education of his students. Johan also said that about 80 percent of the children travel up to 20 miles by cargo train each day to attend school.

All 300 children assembled in the school's courtyard to entertain the Kenyon staff with singing and dancing.

Director of Morgue Operations in 2004 Asian Tsunami Named to FEMA National Advisory Council

Mark Malcolm, who served as Kenyon's director of morgue field operations in Phuket, Thailand during the 2004 Asian tsunami and later as director of morgue operations during Hurricane Katrina in Louisiana, has been named to the Federal Emergency Management Agency (FEMA) National Advisory Council.

Malcolm was named to the council which was created to advise FEMA Administrator, R. David Paulison on all aspects of preparedness and emergency management in an effort to ensure close coordination with its partners across the country.

Malcolm has been a member of the Pulaski County, Arkansas Coroner's Office for 21 years, and was appointed Coroner in 1995. He is the only full-time coroner in Arkansas.

Member Feedback Forum

Kenyon hosted its first 'Members Feedback Forum' at its Bracknell, UK facility last month with the aim of increasing member understanding of all aspects of emergency response and activation/deployment procedures. Kenyon provided four active presentations on the response services it provides; Kenyon's consultancy specialists also provided updates surrounding the new consultancy courses and material. The more than 40 Member participants were then provided with a tour of the Kenyon warehouse to see first hand, the extent and depth of Kenyon's response resources and equipment.

After the warehouse tour was completed and questions were answered by the operational specialists, members were provided a rare opportunity to challenge Kenyon's President and CEO Robert Jensen with concerns, questions and suggestions. Jensen had a host of questions to answer including KICC capabilities, FAC activation and 3rd party and local agency expectations at the incident site.

This interchange was a key ingredient of the 'Members Feedback Forum' and as a result Kenyon either provided reassurance or recognized where it must concentrate its efforts to improve services to our members.

Members were also provided with the opportunity to speak to all of Kenyon's staff on a one-to-one basis. Many of the members have commented on their desire to improve their current emergency response 'set-up' and to work together with Kenyon to ensure this happens.

The immediate feedback was both positive and constructive. With the feedback forms pending for return, Kenyon is preparing for the next feedback forum in order to continue providing improved, informative and valuable customer service to its members.

From the Desk of Robert Jensen

The right to be known, to have an identity is a basic human right, whether living or dead. It is at the heart of what Kenyon does. We do not have the power to undo an event, bring back the dead or un-injure the injured. The best we can hope for is to do no further damage and ensure that those who perished are given their rightful identity and that their families are well cared for.

As part of Kenyon's commitment to this basic human right, the company has, over the years, supported various non-government organizations, governments and charitable organizations through activities ranging from: scholarships for forensic practitioners, donations to high mountain rangers who respond to accidents, supplies to schools, donating forensic and other equipment to developing governments, direct cash donations and training.

Recently I had the privilege of providing mass fatality management training and conducting an exercise for various groups in Santiago, Chile. Training was provided by Kenyon, volunteer forensic scientists from California and Virginia, as well as local professionals, in conjunction with the Pontificia Universidad Católica de Valparaíso, the Universidad Técnica Santa María and the Servicio de Registro Civil e Identificación, Ministerio de Justicia, Gobierno de Chile.

Attendees included Chilean and international forensic students, government employees, law enforcement, emergency managers, media, and representatives from groups representing mothers and families of those who disappeared during the Pinchot years.

Training was conducted over a three day period and included classroom, exercise and practical work on various systems. The lessons learned and practical skills in this three day program will help with the continued efforts to recover and identify the missing from the Pinchot era.

In addition, as part of Kenyon's commitment to helping ensure systems are better prepared to respond to mass fatality events, I volunteer and serve as the Chairman of the Board of Directors of the Virginia Institute of Forensic Science and Medicine (VIFSM). This worthwhile, not for profit, institute is an innovative leader in bringing together science, medicine, education, business and the justice system.

This work is accomplished through multi-year fellowship programs for forensic scientists, training programs for death investigators, forensic pathologists, various workshops and grant programs to enhance the capabilities of public and private groups involved in forensic sciences.

While many such programs exist throughout the world, VIFSM is unique in that it provides programs to the entire community—both defense and law enforcement side—believing the use of science is for everyone. VIFSM has developed and implemented a fellowship program for scientists which places them, after their degree programs, into a working lab for practical training.

As Chairman of the VIFSM Board, I also sit on the Commonwealth of Virginia, Department of Forensic Science, and Forensic Science Board. The Virginia Department of Forensic Science has been a leader in developing and implementing many programs which have become the standard for other forensic labs around the world.

While these activities require a time and travel commitment, they also provide a way for Kenyon to assist the forensics and emergency response community keep abreast of the latest technology and give back something to the communities that we live in.

If you want to find out more about these activities or how you can get involved, please contact John Warren, Vice President, executive offices at warrenj@kenyoninternational.com; information about VIFSM can be found at www.VIFSM.org and the Department of Forensic Science at www.dfs.virginia.gov.