

Effective 1 October 2007 Kenyon became a private company

After 11 years as a wholly-owned company of Service Corporation International (SCI), the largest funeral and cemetery organization in the United States, Kenyon's President and CEO, Robert (Bob) Jensen, purchased Kenyon.

This purchase now allows Kenyon to realize and capitalize on recent programmed growth in technology, training and strategies to meet the increasing needs of its Members, private companies and governments following mass fatality events. This growth will continue as we expand our consulting services and further add related supporting crisis management services. Other than a change in Kenyon's organizational structure there is no impact on our Members or services provided.

Bob has served with Kenyon for 9 years and as Kenyon's president and CEO for the past 4 years. He will continue in that capacity. "I look forward to the tremendous opportunity this purchase represents as we continue to improve support to our Members and the ability to develop essential services such as contingency planning, crisis communications as well as intervention, humanitarian operations and forensic consultation."

Alaska Air Group conducts an emergency response meeting

Kenyon recently participated in an Alaska Air Group initiated and sponsored emergency response meeting that brought together key organizations that would be involved in a response to an accident. The meeting involved internal and external organizations. The purpose of the meeting was to gain an understanding of everyone's roles and responsibilities in a response. Those involved from Alaska and Horizon were risk management, in-house legal counsel, safety, emergency preparedness and corporate communications. External participants were the airline's external legal counsel, lead aviation insurer, aviation insurance broker and Kenyon.

The meeting was a great success and very much a learning experience for all. It is common for airlines to have similar tabletop discussions with their own response assets but this one allowed for discussions and learning for those that will be involved helping the airline with the response. It was evident that the Alaska team was very familiar with the external participants and that several of the external

participants and that several of the external participants were familiar with each other. However, the meeting allowed for the group as a whole to understand each other's roles in a much broader context. The accident experience of those in the room was impressive and brought reality and richness to the discussions.

Unfortunately, Alaska Airlines has had its own tragedy with Flight 261 in January 2000 and it's evident that they were well prepared. It was evident they have built on their success and are well prepared. This meeting is just one example of their efforts to stay prepared.

It has been Kenyon's experience many problems are avoided when we get the opportunity to work together with our members in a training environment prior to a response. That effect will be multiplied by this type meeting. Kenyon recommends similar tabletop discussion to all its members and would welcome the opportunity to participate.

New Call Center with Spanish Reponse Capability

Kenyon will be partnering with a new call center in Santo Domingo in the Dominican Republic. Kenyon has offered its Kenyon International Call Center (KICC) Service with Spanish before; however now we have found a solution that provides all the response capability members currently enjoy, plus, Spanish capability in the same facility at the rate of 100 seats 24/7/365.

The new call center, also, offers the same secure redundant capability of the current Kenyon Call Centers. The new Kenyon Call Center Agents facility will be trained and tested during September, and be on line by 1 October. Kenyon will be transitioning from its current call center partners once the new center is operational.

Frank A. Ciaccio accepts new position

To better serve the needs its members. Kenyon has named Frank A. Ciaccio to the new position of Director of Commercial Services, reporting to John Warren, Vice President, Corporate Services. In his new position, Frank will be responsible for the day to day operation of the Commercial Services Department and will serve as the liaison between members and Kenyon including overseeing the contracting process from start to completion.

Prior to his present position, Frank was the Regional Vice President of Operations for the Americas and helped to managed field operations for Kenyon's involvement in the Asian tsunami, Hurricane Katrina, Angola as well as other accidents around the world. . He was instrumental in technically advancing Kenyon's forensic capabilities, increasing Kenyon's team member numbers, offering support to commercial services and providing training to members.

Prior to joining Kenyon in January 2004, Frank worked for the National Transportation Safety Board (NTSB) as a Forensic Anthropologist in the Transportation Disaster Assistance department. While there, Frank participated in multiple national and international recoveries and coordinated the identification of human remains following aviation disasters. He was an adjunct faculty member of the Armed Forces Institute of Pathology and was appointed to the committee on Disaster Victim Identification at INTERPOL and the forensic technical advisory panel for the US National Institute of Justice. Frank is a graduate of the University of New Mexico where he received his Bachelors and Masters degree.

In making the announcement, John Warren said, "We, and our members, are fortune to have someone as well respected in his field as Frank is. He brings a wealth of experience in the field operations and, at the same time, he understands the demands of members, particularly in crisis situations."

Frank is a frequent speaker to aviation, law enforcement and forensic professionals groups on the subject of recovery and identification techniques.

Kenyon Events

UK Emergency Planning Society Visit Bracknell

On Monday 3 September, Kenyon hosted a professional interest group of members from the South-east branch of the Emergency Planning Society. Sixteen members of the EPS from local authorities, the emergency services and private companies spent a day at the Kenyon Bracknell facility to learn more about the way that Kenyon operates and, specifically, how we would work closely with UK agencies.

Launch of New Consultancy Program in the UK

The UK Government Civil Contingencies Act places significant responsibility on local authorities to respond appropriately to a range of complex crisis scenarios. To meet the demands of the Act, Kenyon has developed a range of consultancy services specifically for the UK local authorities and other response agencies. Our programme offers audits, planning support, training and exercises. Kenyon has appointed associates Pauline Marren and Mike Slaney to lead the delivery of the programme. Pauline and Mike are very well known in the UK emergency planning community and are both recent recipients of fellowships of the Emergency Planning Society.

Standards in Emergency Response Management

Working together with the European Regions Airline Association (ERA), Kenyon has developed a Standard for airline emergency response management. Known as 'ERAPS', the Standard comprises a 9-category statement which, if achieved, would represent a crisis management capability. The Standard includes statements of organizational capability, training, and relationships with third parties and preparations for response. In developing the Standard, Kenyon has used its extensive response experience to ensure that the statements reflect practical real-world needs. The Standard has already been endorsed by the board of the ERA and is due to be launched at the ERA General Assembly in Athens, October 2007.

Emergency Operations Center Training

On 23 August, the Kenyon UK staff conducted a day of refresher training and exercises on Emergency Operations Centre (EOC) procedures. Kenyon has two EOCs (Houston, Texas and Bracknell, UK) that can be fully operational for a client incident within one hour of the first call. The EOCs are linked to each other by video conference facilities and also by mobile facilities to the Kenyon Incident Director at the scene of an incident. The UK training was focused on both the initial EOC activation procedures and the continuity of operations at shift-change.

Chief Executives' Workshop

On 26 July, Robert Jensen hosted a strategic crisis management workshop for senior executives from airlines of the European Regions Airline Association (ERA) at the Kenyon Bracknell office. Robert was introduced to the group by Mr Mike Ambrose, Director General of ERA, who emphasized to his colleagues the importance of ownership and leadership of crisis management at the highest level within airlines. As the basis for discussion, Robert presented several case studies of recent regional aviation incidents and the group was able to debate 'appropriate response' and consider current industry strengths and weaknesses. More joint ERA/Kenyon workshops are planned for 2008.

2008 'Open' Training Classes

Kenyon provides specialist crisis and emergency response training to airlines and airports across the World. Many of our classes are delivered in-house to single companies. For 2008, Kenyon is offering some of our more popular courses for individual attendance. The classes in Q1 of 2008 will all be held at our Bracknell, UK training facility:

- 30 January 2008 - Special Assistance Team Management
- 31 January 2008 - Family Assistance Centre Management
- 5 – 6 February 2008 - Exercises for Aviation Crisis Management
- 5 March 2008 - Crisis Management Centre Operations
- 6 March 2008 - Go-Team Crisis Management Operations
- 25 – 26 March 2008 - Crisis Management for Station Managers

For more information or to register for any of these classes, please contact customer care@kenyoninternational.com or speak to your Kenyon customer service representative.

From the desk of Robert Jensen

In today's world, it is difficult to turn on the television, start up the computer or pick up the newspaper without being bombarded with tragedy—terrorist bombings, natural disasters, civil conflicts, random shootings, transportation accidents or other events that result in the loss of human life.

These tragedies often garner extraordinary local, regional, national and international media coverage because they are out-of-the-ordinary events which affect the lives of ordinary people.

For companies, government agencies and other institutions, how they deal with these uncommon events is often key to how people view the image and reputation of the company, its share value and its "fitness" to remain in business.

In the rush of events that often surrounds a crisis, many companies and agencies and institutions forget, or under-utilize, a common management tool—communications.

While there is a long list of important stakeholders with whom a company or agency needs to communicate during normal operations—customers, shareholders, government agencies, partners, unions, employees and the media—during an accident, the primary target of communications should be those people affected by the tragedy, employees of the company and the media.

In the first several days of a crisis, communications with those who may have been injured and the families of those who have been injured or may have died, is vitally important.

This may be done in a variety of ways, but in an airline accident, for example, a company may set up its own family assistance center using professionals who are trained to communicate with people who have experienced stress and trauma. The goal of these professional is to keep the families up to date with what is happening with regards to search and recovery, the investigation of the accident and what steps are being taken to care for those who may have been injured or died.

How a company communicates with these individuals, and what it communicates to them, is often viewed by the public as the best measurement of the values of the company and their "fitness" to stay in business.

As a matter of principle, families should never learn about anything related to the accident or to the care of those affected by the accident by reading it in the newspaper, seeing it on TV or hearing about it from a neighbor.

The second group of people with whom to communicate during an accident are those that are, oddly, often forgotten—employees. Employees are important for a number of reasons, including, chiefly, that they may be traumatized as well. They may feel that they have had some responsibility for the accident or crisis, they may have fellow-employees that have been injured or have died and they may have met some of the victims when, in the case of an airline, they may helped them board a plane.

Employees are not only members of a company, they are also the day-to-day contact with people outside of the company—customers, suppliers, neighbors—and a powerful voice of the company.

As with families of those affected, employees should be given regular updates on what is happening; this can be done in small group meetings, staff meetings and, later on (or in the case of multiple remote locations) by email. And, as with families of those affected, there may need to be grief counselors available to talk to, and listen to, employees.

The third group of people with whom to communicate are the media because they reach a large number of people, they do it quickly and they are a recognized and credible source of information. But sometimes, their goal and the goal of the company or agency are different.

The goal of the media is tell readers and viewers as much as they possibly can as quickly as they can.

A company's goal is quite similar—to tell its stakeholders as much as it can as quickly as it can—but also to ensure that the information is both honest and accurate. Unfortunately, in the first several hours of an accident—or sometimes even the first few days of an accident—there may be very little verifiable information about what happened or the extent of the injuries.

However, even during these times and arguably more so during these times, there are things that a company can communicate—its commitment to ensure victims are treated with care and dignity, families are treated with compassion and fairness, and that the company will do whatever is required to understand what went wrong and fix it so that it will never happen again.

The best communications, based on the best and most well executed crisis management plan in the world, will still not stop a major crisis from becoming a major story because it is still about out-of-the-ordinary events happening to ordinary people.

But the best and most well executed crisis management plan in the world, backed up by communications that is honest, accurate and compassionate, will help a company protect its reputation and its share value and reinforce its "fitness" to be in business.