

Checklist for Crisis and Contingency Management

based on Steve Goode's Crisis & Contingency Guidelines

Pre-Crisis Planning

Documents.

- Make a written list of important documents for all family members.
 - ___ Place it in your local personnel file
 - ___ Keep a copy for yourself, to be carried with you when moving from one locale to another
 - ___ Leave a copy with a trusted colleague back home.
- Documents to include:
 - ___ Passport numbers and dates of issue and local visas
 - ___ Bank account numbers
 - ___ Credit card numbers
 - ___ Insurance policy numbers
 - ___ Car registration, serial and license numbers
 - ___ Drivers license number
 - ___ Social security numbers (if applicable)
 - ___ Fingerprints, palm prints
 - ___ Current photographs
 - ___ Current prescriptions, including eyeglasses
 - ___ Contents and location of safe repository
 - ___ Summary of assets and debts
 - ___ Names and addresses of business, personal, emergency contacts
- Locate a safe repository in your home country and put in it the original of your:
 - ___ Will and power of attorney
 - ___ Birth, marriage, and adoption certificates
 - ___ Naturalization papers (certificate of naturalization may not be copied) and dual citizenships
 - ___ Deeds, mortgages, stocks/bonds (leave these with your broker in case you want to sell)
 - ___ Insurance papers, for life, car, house, medical, household effects
 - ___ Current inventory of valuable possessions and their location
 - ___ Medical and dental records, school records, tax records.
- Take copies of the above with you
- Consider leaving copies with a trusted contact.
- Keep your will and inventory of possessions updated.

Finances.

- Appoint a current power of attorney for each adult family member
- Have several copies made.
- Make several originals as well.
- Establish credit that will be adequate for emergencies.
- Keep a listing of regular billing dates for all recurring expenses (e.g., insurance, mortgage, and taxes).
- Establish a joint checking account, or two joint checking accounts, enabling each spouse to work from either account in the event they are separated for a period of time.
- Have checks deposited in a local bank account rather than posted.
- Obtain individual credit cards for spouses.
- Insure all property and update policies periodically.
- Place checkbooks, bankbooks, some travelers checks, and a small amount of cash in a safe, but easily accessible place.
- Learn the current laws of your legal residence with regard to taxes and property.
- Gather together all employment history for adult family members including resumes and letters of reference. Keep duplicates in your home country.

Pre-Crisis Plans.

- Discuss with your family what you will do in case of an emergency separation (evacuation, hostage-taking, illness or death).
- Designate an emergency contact person
- Choose a location to go to.
- Research the resources available in various locations.
- Develop a checklist of items to bring in case of rapid evacuation.
- Make sure there are financial provisions to cover evacuation and travel costs.

Death

Communication

- Have a ready list of contact details for immediate family members that need to be contacted
- Have a ready list of contact details for organizational leaders that need to be contacted
- Have a plan for communication, especially for isolated locations

Memorial and Funeral Services.

- Discuss as a family how funeral arrangements should be made (local burial or returning home)
- Know local legal requirements such as a death certificate, embalming requirements, and requirements for moving the body out of the country if that is the decision.
- Get price quotes about embalming, basic services, handling charges, or the costs to return the body (some insurance companies may cover the latter).
- Decide who should accompany survivors returning home

Evacuation Planning for War and Natural Disasters

Preparation and Precautions.

- Keep vehicles with their gas tanks at least half full.
- Each house should have a metal tank full of petrol kept in a cool place.
- Additional car batteries can be used for lighting and should be kept charged.
- Have a first-aid kit and some food/water kept in vehicles.
- Drinking water should be kept on hand, ideally a one-week supply. Change it every week if possible.
- A two-week supply of food should be stored in each house
- All households should have a medical kit and
- Have an up-to-date emergency telephone list handy (police, emergency numbers, and so on).

Communication.

- Establish someone who always knows where you are
- Each house should have a contact person for passing on messages.
- Establish a designated contact person within the country
- Notify local staff and the regional director with updates
- Give advice as to whether or not contact should be made with civil authorities
- Notify families of an evacuation plan (in consultation with the mission agency).
- Expatriates should carry their passports with them at all times.
- Various embassies operate a warden network and you should ensure that you are on that network.

If Hostilities Commence.

- Gather people inside your house.
- Go to the basement if you have one or if not select the safest place out of direct sight of all windows and doors.
- Draw the curtains to reduce the possibility of glass shattering and hitting people.
- Keep low, stay inside, and avoid exposure.
- Open several windows on all floors to reduce the possibility of concussion breakage.
- Fill all bathtubs, washtubs, and other containers with water (if your electricity is cut, your pumps will not work.) Advise your staff and children not to pick up bullets, shells, rockets, or other unusual objects found.

If armed persons come into your area,

- Do not create the impression of hostility or resistance.
- Smile frequently, be friendly, and cooperate.
- Encourage them to leave as soon as possible because their presence might endanger your household.

If an unarmed person seeks refuge with you,

- Refuse politely but firmly, unless in your judgment, there is an imminent threat to his/her life.

General guidelines

- Do not go near any bodies. The contending sides will presumably take care of their wounded.
- If you see unattended wounded, consult others on the scene.
- If there is a lull in the fighting, remain where you are unless otherwise instructed.
- Do not tour the city.
- Do not take photographs
- If the authorities in charge impose a curfew or issue special military law decrees, obey them to the letter.
- Pack one suitcase and bring some blankets for your family and assemble enough food and water should you have to be moved to a collection point for evacuation.

If Caught Away From Home.

- Leave your car and find shelter.
- If you are close to your place of work, go back to it, if not, find a shop where you can stay.
- Contact someone so that people know where you are.
- Know your way around the city. Try to remember different routes to and from different places.

Escape Routes.

- Identify home, city, and country escape routes if you are in dangerous areas.
- Call on your contingency fund to purchase travel tickets.
- Have cash available and food in case an overland trip is needed.
- The local staff representative will notify the regional office of departure arrangements.
- If possible, the expatriates will be picked-up from their homes and driven to the airport or via an overland route to the pre-arranged place of destination.

Terrorism

High Risk Areas.

- If there is history of terrorist attacks or kidnappings, discuss with your family what they would do in an emergency
- Make sure your affairs at home are in order.
- Register with embassy upon arrival.
- Remain friendly with people, but be cautious about discussion of personal matters, your itinerary, or program.
- Leave no personal or business papers in your housing/hotel.
- Watch for people following you or "loiterers" observing your comings and goings.
- Check for loose wires or other suspicious activities pertaining to your vehicle.
- Refuse unexpected packages.
- Keep a mental note of safe havens, such as police stations, hotels, and hospitals.
- Let someone else know what your travel plans are. Keep them informed if you make any changes.
- Avoid predictable times and routes of travel
- Report any suspicious activity to the local police or nearest embassy.
- Formulate a plan of action for what you will do if a bomb explodes or there is gunfire nearby.
- If you are ever in a situation where somebody starts shooting, drop to the floor or get down as low as possible and do not move until you are sure the danger has passed.

Rescue Attempts

- Do not attempt to help rescuers and do not pick up a weapon.
- If possible shield yourself behind or under a solid object.
- If you must move, crawl on your stomach.

Preventing Terrorist Attacks.

- Being unpredictable is without question one of the best ways to discourage an attack.
- When surveillance is detected and confirmed, the individual must make subtle changes in travel procedures that will discourage the terrorist from considering them as an attractive target.
- The next point at which an attack can be avoided is just prior to the individual entering the kill zone. Attack recognition must occur while it is still in the camouflage or disguised phase. Take away the advantage of surprise

Hostage Survival

- At the moment of capture avoid any sudden or unexpected movement, noise, or cry for help
- Whether to resist capture or surrender to the terrorist must remain a personal decision. You should weigh the danger of resistance in the face of what may be overwhelming odds.
- If you decide not to resist, assure the terrorist of your intention to cooperate, especially during the abduction phase. Resistance is highly risky.
- While they may use drugs, blindfolds, or gags at the time of abduction, you should not be alarmed or resist unduly.
- Be ready to explain everything you have on your person, including your addresses.
- Regain your composure as soon as possible. Take a few deep breaths, and attempt to organize your thoughts.
- Occupy your mind by noting--for later reference--sounds, direction of movement, passage of time, conversations of the terrorist, and other information or circumstances that might be useful.
- Pay close attention to instructions and try to comply as much as possible.
- Ask permission to communicate.
- Be prepared to be accused of being a member of foreign spy groups.
- Anticipate isolation and possible efforts to disorient you.

Adjusting to Captivity.

- Maintaining one's dignity and self-respect under such conditions is very important
- Keep your composure to retain your status as a human being and hence a life worth saving in the eyes of the terrorists.
- Be aware that terrorists will attempt to instill fear, their main tool
- Once settled in do not be afraid to ask for anything you need or want. The worst they can do is to deny the request.
- To ward off boredom, develop and maintain a daily physical fitness program and engage in creative mental activity, such as reading, writing, or even daydreaming.
- Achieve mental stimulation in various ways – reading, keeping track of time, make games, pray, recall memorized scripture and poems, write a novel, compose music, design a new home
- If weight loss occurs as a result of gastrointestinal upsets and or constipation do not hesitate to complain and request medication since terrorists want to keep their hostages alive.
- Promote your “humanness” by displaying of family photos or discussions of children and family matters

Rescue or Release.

- Be especially alert, cautious, and obedient to instructions should you or the terrorists suspect such an attempt is imminent or occurring.
- Avoid all sudden moves which might invite reactions from the rescue forces as well as from the terrorists.
- Avoid acting upon the impulse to stand up and run.
- Drop to the floor immediately and lie as flat as possible.
- As soon as possible after rescue or release, write down everything you can remember about the incident, the location and condition of the other hostages, location of guards, and the location and description of weapons and explosives.
- Do not minimize or overlook your need for debriefing, rest, and supportive counseling care.

Establishment of a Crisis Management Team (CMT)

- Select team members in advance

- ___ Crisis Manager (CM), who is the decision-making person in the event of crisis and in the worst-case scenario, the final decision-maker if it comes down to a decision pertaining to life or death hostage situation.
- ___ Crisis Coordinator (CC) who oversees many of the logistical aspects of the crisis
- ___ Media Director (MD) that relates to the press and handles any news releases, and a
- ___ Mission Representative (MR) who communicates on behalf of the mission to all necessary parties.
- ___ National Director, advisors, and a recording secretary.
- Prepare and train a CMT within your agency for the following situations:
 - ___ Hostage taking
 - ___ Natural disasters affecting the missionary organization's personnel/property
 - ___ War
 - ___ Government action against agency personnel
 - ___ Coups
 - ___ Expulsion of a team from a country
 - ___ Assassination threat upon a worker
 - ___ Terrorist threats
 - ___ Multiple deaths
 - ___ Events that create international negative attention
 - ___ Kidnapping or
 - ___ Criminal action against a member.
- Insulate the crisis from the day to day organizational operations
- Reduce the number of personnel dealing with the crisis
- Provide structure and discipline to the organizational response to the crisis.
- Maintain communication with the victim's family
- Provide "official" information releases to interested parties such as the victim's extended family and friends, the victim's home church and sponsoring organization, and any involved governments.
- Receive and evaluate all incoming crisis information and suggestions for crisis resolution
- Establish all media policy and approve all media releases
- Conduct (via a negotiator) all negotiations with hostage-takers
- Advise the Crisis Manager
- Implement any decisions
- Maintain a record of the organizational responses to the crisis.
- Ensure that the victim, their immediate family on the field, and organizational people directly associated with a crisis have access to a qualified, Christian mental health professional made available through missionary organization resources, and if necessary, undergo follow-up counseling.
- Have each regional office establish a line of credit with their local bank, with a further plan toward raising finances specifically for a contingency fund.
- Provide a corporate charge card for the Crisis Coordinator for covering some of the major expenses related to an emergency situation.

Negotiation team

- Select and prepare members of the negotiation team
 - ___ Designated negotiator to communicate with hostage takers
 - ___ Translators
 - ___ Cultural advisors
 - ___ Team leader to make decision regarding negotiations and liaison with CMT
- The designated negotiator should be the only person communicating with hostage takers.
- The designated negotiator should be trained and experienced and should not be in a decision-making role.
- Working with lawyers having international experience, as a mission establish a policy concerning the payment of ransom

See *Guidelines for Crisis and Contingency Management* by G. Stephen Goode for fuller explanation of points.

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