

Crisis Management Checklist

In times of crisis, the first priority of the FMC-USA is to care for people while upholding our theology, mission, vision and values. Other priorities include avoiding secondary crises, clearly defining roles, using resources responsibly, and controlling the accuracy of information. In effective crisis management, the crisis is isolated from the rest of the organization so ministry can continue unhindered.

Immediate priorities upon notification (*first four hours*)

- Verify information; separate facts from unconfirmed information
- Identify situation as a crisis (Is there time to deliberate or is immediate action necessary?)
- Inform bishop, AD, MRT leader (Deb Miller 317-590-7756) and MRT Member Care Director (Kathi Walker 317-514-5780); and ICCM, if ICCM-related (Linda Adams 585-355-3830)
- Identify victim's special needs (i.e. medical) and take appropriate action
- Take measures to secure anyone in potential danger (i.e. victim's family on the ground, other missionaries, etc.)
- Collect and document information clearly as it comes in – cite sources of information and note dates and times on everything; keep notes in order as much as possible
- Bishops or designee brief WMC and give instructions about communication

If the situation warrants, a Crisis Management Team (CMT) will be formed (see CMT guidelines).

CMT formation, assessment and initial response (*first 24 hours*)

- Bishops identify bishop in charge
- Bishop in charge forms CMT, determines who will fill each assigned role, activates CMT
- Contact agreed-upon professional (Crisis Consulting International for kidnappings: 805-642-2549, info@cricon.org)
- CMT leader makes contact with victim's family in the U.S.
- Determine which CMT members will be on location; make deployment arrangements
- Document and communicate crisis management chain of command
- Report to government entities as appropriate (State Department and U.S. Embassy nearest to crisis; FBI if kidnapping)
- Conduct risk assessments for potential secondary victims, response personnel, etc.
- Gather victim information (passport, U.S. contacts, etc.) from MRT Member Care Director (Kathi Walker 317-514-5780 or Jennifer Veldman 317-946-0814)
- Assess need for working funds, find avenues for forwarding funds, begin forwarding
- Determine and communicate confidentiality levels appropriate to the nature of the crisis
- Examine victim's online profile and information as quickly as possible, sanitize as appropriate
- Inform victim's pastor and superintendent; emphasize need to carefully adhere to CMT leader's communication guidelines
- Communicate to WMC staff, mission team and BOA, including instructions regarding confidentiality, communication and public statements
- Bishops office sends private e-mail to superintendents and pastors, including instructions regarding confidentiality, communication and public statements
- Release public announcements according to agreed-upon information flow
- Mobilize prayer support with a clear directive for intercession; use personal means of contact and avoid social media
- Brief and give public statements to those who answer phones and emails

CMT secondary priorities (*within 48 hours*)

- Determine CMT debriefing schedule (minimum of a daily debriefing)
- Collect full contact information from everyone who becomes involved in the crisis and incorporate into master contact list (phone numbers, e-mail, skype, location)
- Set up CMT documentation system (determine what's important to keep, make it easily accessible)
- Identify family spokesperson and family flow of information
- Identify CMT support personnel and call upon as needed (i.e. communication, media relations, finance, HR, administrative, etc.)

CMT ongoing tasks (*daily*)

- Check in daily as a team (recommend debriefing by conference call; take notes, sanitize and distribute as per Crisis Communication Flow diagram)
- Communicate with family daily
- Communicate with government agencies as needed
- Monitor all media sources: local and national/international news, internet reporting, social media, etc.
- Manage publicity and confidentiality (i.e. social media)
- Handle secondary people who are involved through past or current connections; ensure confidentiality
- Offer guidance for those who have critical information or wish to help materially and logistically
- Share announcements, updates and emergent prayer needs (as per Crisis Communication Flow diagram)
- Consider victim's ministry responsibilities, determine what interim coverage is needed
- Identify member care and pastoral care needs; make provisions (family, others affected, national church, on-the-ground team, etc.)
- Begin contingency planning, adjust as situation evolves (identify possible scenarios and plan for each; begin statements to release in the event of each scenario)
- Craft follow-up care plan, adjust as situation evolves
- Care for and document financial arrangements
- Ensure adequate, competent, informed WMC telephone and e-mail coverage is in place (keep statements updated)
- Utilize outside resources as needed, track to ensure follow-up (crisis consultant/hostage negotiator, organizations that can help move funds, trauma response organizations, legal counsel, evacuation insurance provider, medical advisor, investigators, etc.)

Crisis resolution phase

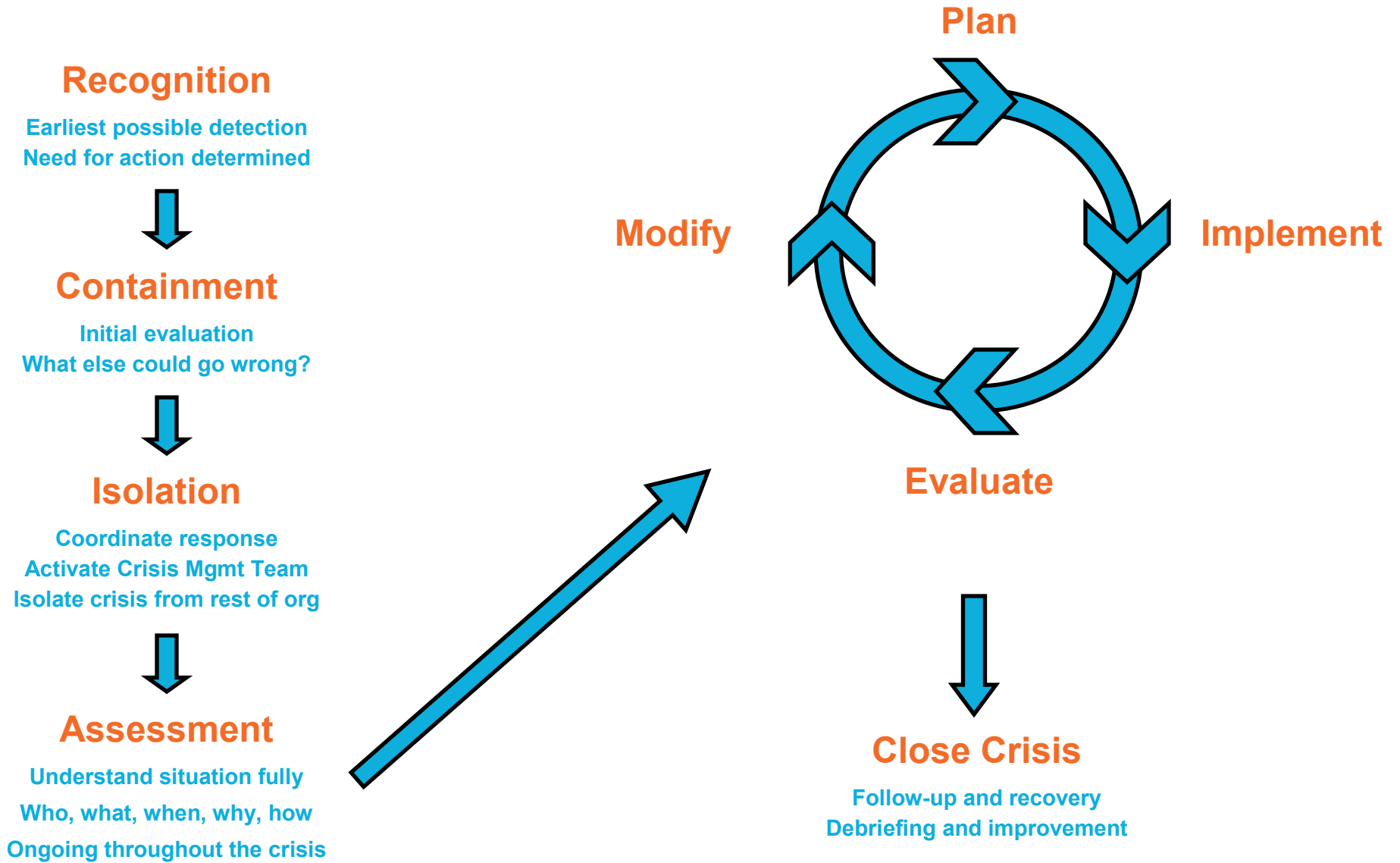
- Meet victim's immediate needs (medical, logistical, psychological, etc.)
- Provide a confidentiality and publicity briefing for victim and others who may be called upon to provide public info
- Resolve all logistical "loose ends" (technology, compromised bank accounts, outstanding bills/reimbursements, etc.)
- Implement follow-up care plan (CISD, psychological evaluation, ongoing medical and psychological care)
- Conduct systematic check-ins with all involved to identify any potential secondary or tertiary crises
- Form and implement care plan for others involved in crisis, including nationals
- Conduct follow-up risk assessments due to logistical and other changes caused by the crisis

- Arrange debriefings for other individuals and groups as needed
- Care for follow-up recognition of those who helped in some way
- Hold a CMT follow-up review and assess changes needed to better the organization's crisis response
- From the follow-up review, file directives to be consulted when making later decisions related to this crisis
- Prepare documentation for storage, determine how to keep records, with consideration for long-term confidentiality measures

Long-term management

- FMWM-related information requests are referred to the MRT Member Care Director, who will coordinate the response with the CMT that handled the crisis
- The CMT, in consultation with the Board of Bishops, handles all subsequent issues, questions and media interaction, based on the directives determined in the follow-up review

Crisis Resolution Process



Crisis Communication Flow

Level 5

- FMC-USA
 - Media
- General public

Periodic updates as CMT leader determines, via special edition Hotline, website and press releases

Level 4

- GAT/GOT/BOA
- Missionary team
 - MRT/WMC

Periodic updates as CMT leader determines

Level 3

- MRLT
- Pastor of victim/family
 - Close associates

Periodic updates as CMT leader determines

Level 2

- Other bishops
 - Family

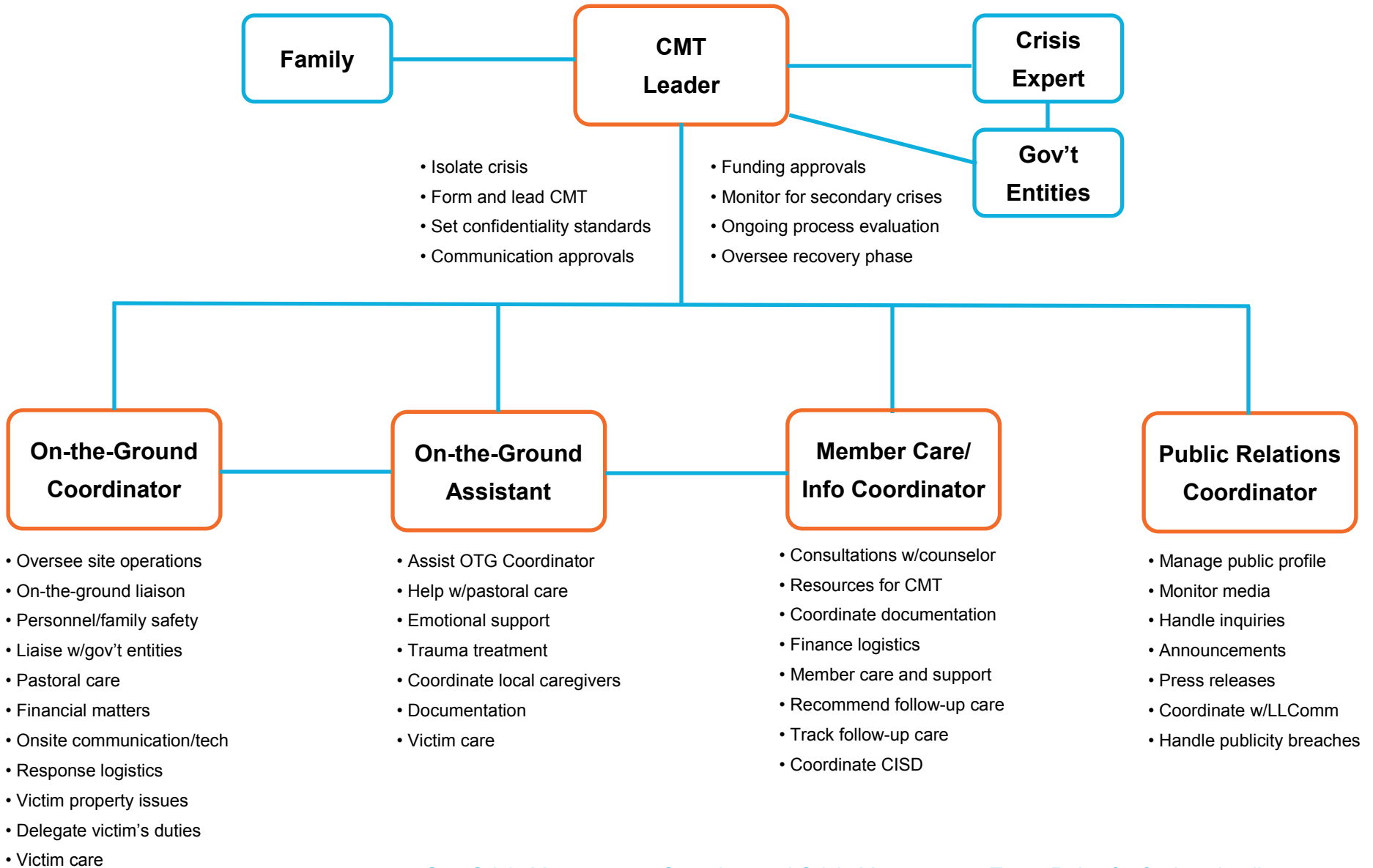
Daily debriefings, copy of daily updates

Level 1

- Bishop in charge
 - Area director
- Crisis management team (CMT)

Communicate multiple times daily, generate daily written updates

Crisis Management Team Organizational Chart



See Crisis Management Overview and Crisis Management Team Roles for further details.

Crisis Management Team Roles

Qualifications for CMT Members

- Prior experience and/or training
- Available to serve indefinitely in an intense role without severely neglecting important roles, health issues, family concerns, etc.
- Able to disseminate usual workflow and responsibilities to others not involved with the crisis, until the crisis is resolved
- Able to function well on a team in highly stressful circumstances
- Able to carry out tough decisions that the team has determined best
- Able to make sound decisions without being overly influenced by personal relationship to victim(s) and external pressures
- A strategic choice for the team, based on ability to contribute, not only for the sake of appearances and political dynamics

Before a crisis occurs, the FMC-USA and FMWM are advised to identify likely future CMT members and invest in their training and preparation.

Role: CMT Leader

- Assume responsibility for the management of the crisis, as well as the integrity, actions and health of the CMT
- Set parameters for and staff the CMT (identify and staff functional areas appropriate to the situation)
- Guide the CMT in forming confidentiality parameters
- Lead CMT in presenting a unified front, adequately assessing the crisis and planning the response
- Contain the crisis: keep its management isolated to the CMT; enable non-involved personnel to continue carrying out the organizational mission and vision
- Relate to family of victim: pastoral care, guidance, representation, etc.
- Serve as direct link to any outsourced crisis professional(s) (i.e. lead negotiator in a hostage situation)
- Serve as direct link to U.S. government agencies (State Department, FBI, etc.)
- Approve funding measures
- Decide who is to be given what periodic updates and briefings, at the recommendation of the PR coordinator (see Crisis Communication Flow diagram); approve content of all communication
- Remain alert to situations that may develop into secondary crises and handle as needed
- Lead the CMT to finish well as the crisis is resolved; oversee the recovery phase
- Lead the post-crisis evaluation process to better prepare for potential future crises

Role: CMT On-the-Ground Coordinator

- Deploy as quickly as possible to the site for an indefinite period of time

- Coordinate involved people and organizations at the site; serve as the liaison between U.S. CMT operations and people/entities on the ground
- Coordinate movement and care for of any immediate family members of the victim(s), as well as any others who may be endangered by the crisis
- Handle the political complexities of working with local authorities and U.S. government agencies (i.e. U.S. Embassy, FBI, etc.) with priority given to the FMC-USA
- Remain ready to assist in any way at the call of the CMT leader
- Maintain the commitment to avoid independent action, and help ensure the same from others involved
- Support the family's decisions as directed by the CMT leader
- Negotiate logistics of setup on the ground (i.e. "headquarters," etc.)
- Relay CMT communication as directed to national church personnel and others on the ground
- Ensure the provision of spiritual leadership and pastoral care to nationals and other missionaries
- Prevent publicity as much as possible, being aware of how cultural issues might play into this
- Organize financial matters: direct the funding of the CMT on the ground, find ways to get funds into the country quickly and unobtrusively (i.e. mission business contact), act as the custodian of funds as necessary, coordinate any needed deliveries of funds
- Coordinate communication and technology (i.e. cell phones and internet access); ensure all equipment is charged, funded and functional at all times; follow up with disposal/destruction of any compromised technology (i.e. SIM cards, throwaway phones)
- Help with care of victim and associated decisions and logistics
- Keep track of expenses and details to be dealt with later
- Ensure careful documentation of anything that might be important
- Manage time and personal needs effectively so as to avoid exhaustion and burnout
- Handle the victim's belongings as needed, including retrieval of supplies and documents from the victim's home, vehicle, church, office, etc.
- Help with managing the victim's commitments and responsibilities which have been abandoned due to the crisis (i.e. ICCM cash handling, speaking commitments, travel arrangements that have already been booked, etc.)

Role: CMT On-the-Ground Assistant

- Deploy to site as soon as possible for an indefinite period of time
- Assist the on-the-ground coordinator, providing whatever support is needed
- Help ensure that pastoral care, emotional support and trauma treatment is provided to the national church and other missionaries; coordinate with professionals where appropriate (specialists in crisis intervention)
- Assist with logistics and issues related to sudden incapacity of the missionary
- Help track expenses and details, keeping careful records
- Help evaluate, revise and handle logistics of follow-up care plan as carried out at site of crisis
- Coordinate debriefings for nationals and other missionaries affected by the crisis
- Help with care of victim and associated decisions and logistics
- Manage time and personal needs effectively so as to avoid exhaustion and burnout

Role: CMT Member Care and Internal Information Coordinator

- Help resource the CMT with outsourced personnel recommendations (i.e. crisis expert, medical, psychological, legal, etc.)
- Provide victim information and copies of documents as needed (stored in MRT personnel files, obtained from family, etc.)
- Record information as received in CMT meetings, debriefings, etc.
- Coordinate documentation of crisis, including timeline, communication log, contact directory, etc.
- Coordinate the U.S. side of getting the money to the field, including follow-up verifications
- Provide care and support to those involved, including those on the ground in highly stressful circumstances
- Create proposal for follow-up care
- Coordinate the CISD, including travel plans and handling of payments and reimbursements
- Ensure that follow-up recommendations are carried out
- Arrange for evaluation of victim upon return (including counseling resources, travel, finances, etc.)
- Help with logistics and financial arrangements for follow-up care
- Recommend and implement means of long-term storage of crisis records, ensuring confidentiality

Role: CMT Public Relations Coordinator

- As soon as crisis is reported, do whatever possible to control and sanitize public information about the victim and their ministry
- Monitor media reporting and direct the handling of calls and questions from media and others
- Provide statements and guidelines for people who contact FMWM offering information, resources, help, etc.
- Draft and handle logistics of announcements and press releases
- Manage publicity breaches; contact people who are causing confidentiality and/or publicity problems
- Work with denominational communications personnel to ensure information is appropriately integrated into denominational communication venues (i.e. web site, publications, etc.)

It is assumed that an outsourced crisis specialist will serve as part of the CMT as determined by the nature of the crisis and the CMT leader (see resource list).

FMWM Crisis Management Policies

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A crisis is understood to include events that have one or more of the following characteristics:

1. Threaten the organization
2. Present a danger to the safety of personnel
3. Have the potential for significant organizational disruption
4. Are likely to be extended in time or require an abnormal commitment of resources

Examples of a crisis situation include kidnapping, hostage-taking, natural disasters, acts of terrorism, warfare, significant civil unrest, or an accident resulting in death or serious injury.

These policies apply to FMWM missionary personnel and were crafted for situations that happen while the missionary or family member is outside of the United States (or the United Kingdom or Canada, in cases where one of those countries is the missionary's passport country). Incidents involving nationals of other countries are understood to be the responsibility of that person's ecclesiastical entity and government, though the FMC-USA will normally offer support appropriate to the situation and relationships involved.

Ongoing Security Measures

The MRT monitors security alerts and natural disaster notifications. If an event in any missionary's area of the world is attracting international attention, they will contact the AD and/or the member care director. If an emergency alert is received by the MRT, the MRT will immediately attempt to contact the missionary and AD, and may also communicate with their emergency contacts. The MRT will provide assistance with evacuation, insurance and notifications.

Missionaries are responsible to take the following pre-emptive security measures:

- Register with the local U.S. consulate or equivalent for all international destinations
- Provide MRT with updated image of passport for all family members on the field
- Keep full contact information for at least two emergency contacts on file with the MRT
- Provide the MRT with GPS coordinates for all overseas locations significant to life and ministry (home, office, church, etc.)
- Provide MRT with copy of updated evacuation plans (see below)

Risk Assessment and Evacuation Plans

FMWM requires all missionaries to conduct and maintain adequate and timely risk assessments, along with evacuation plans, which will be updated at least every two years unless changes and/or circumstances warrant more frequent updates. In assessing risk, missionaries should consider the potential for the following events: natural disaster, violent crime, political/social unrest, warfare and medical emergency. Evacuation plans will be approved by the AD and filed with MRT member care.

Evacuation plans will include the following elements:

1. Criteria that will be used to make the decision to evacuate or stay (perhaps with other possible safety measures to take in the event the decision is to stay)
2. A list of who will be notified (AD, home office, extended family, other local missionaries, etc.)

3. A description of evacuation procedures (i.e. means of transportation, what to take, evacuation routes and alternates, staging and destination sites, and local communication procedures). Each individual/family will prepare for at least two types of evacuation scenarios:
 - Scenario A An evacuation with a 24-hour notice in which a carload (persons and belongings) could be taken
 - Scenario B An evacuation with an hour's notice in which only items that could be carried could be taken

Crisis Management Team

In the event of a crisis or emergency, the existence of a predetermined and structured response speeds resolution and recovery. The absence of such a plan not only hinders the organization's ability to resolve the crisis, but may create new and secondary crises. It is recognized that with a well-run CMT in place, the primary objective of the organization even in the face of a significant crisis is to continue its ministry with minimal disruption.

In the event of a crisis or emergency, a Crisis Management Team (CMT) will be formed to manage the event through resolution and recovery. A CMT can be established by area leadership for an event within that area, or by FMC-USA leadership for any event where the foreseeable organizational impact is likely to extend beyond a regional entity. When a CMT is established, it is to be the only component of the organization actively working on that crisis. All other components and members of the organization will refer all information to the CMT. No action related to the crisis is to be taken without the authorization of the CMT leader.

In effective crisis management, the following factors are considered when selecting CMT members, especially the CMT leader:

- Training and experience are crucial for certain functions, especially counter-intuitive processes such as hostage negotiations.
- Outsourced professionals must be accountable to the CMT. Hostage negotiators must be able to credibly say to the kidnappers that they do not have the authority to make decisions. Leaving decision-making in the hands of top leaders provides the CMT and negotiators the advantage of controlling the negotiation process.
- Crisis situations may persist for extended periods of time; CMT members and leadership must be available to see the process through without neglecting other important functions or having to transition mid-stream, which has the potential to be a major setback in the crisis resolution process.
- Due to the emotional connections of a smaller denominational mission, objective third party involvement may be crucial in avoiding decisions overly swayed by emotion.

The recommended makeup of the CMT will normally include a CMT leader, one or more members on the ground in the crisis area, an outsourced consultant (such as a hostage negotiator, physician, or mental health professional), a missionary supervisor, and an MRT member care representative. Others who may help the CMT (working under the direct supervision of a CMT member and adhering to strict confidentiality standards) may include a record keeper/information coordinator, communication/media specialists, outsourced mental health and medical professionals, finance personnel, and other needed administrative support staff. If the crisis involves ICCM personnel, an ICCM representative will be included as part of the CMT.

Crisis Information Management

Information flow during a crisis must be carefully directed and controlled. Important and relevant incoming information needs to be received and evaluated by the CMT. Outgoing information must be monitored and controlled to prevent the release of confidential information, exacerbation of the situation, spread of rumors, and/or the creation of secondary crises. Those who use social media should receive and follow clear, timely instructions so as not to spread misinformation, alert the press in undesirable ways, or potentially jeopardize the resolution of the crisis.

All information relating to the crisis will be promptly directed to the CMT. No information about the crisis is to be released without the specific direction of the CMT leader, who is the only person authorized to make any statement that relates to an ongoing crisis. This includes statements to internal constituencies (i.e. other missionaries, family members) as well as external constituencies (i.e. press, social media, extended family, home churches, government agencies).

All information held by the CMT is confidential. CMT communication protocol includes daily reporting within the CMT, regular updates to designated denominational leadership, clear instruction to those outside the communication circle, and public statements to help deal with the pressure of those asking for information.

Kidnapping and Hostage Situations: Negotiation and Ransom

While risks are inherent to the human experience no matter where one calls home or travels, FMWM highly regards the commitment of missionaries who follow God's leading to relocate to higher-risk places. FMWM is committed to the safety and well-being of our missionaries. If a missionary or family member is kidnapped or held hostage, FMWM will not abandon that person and their family, but will work with the family to do everything reasonably possible to secure their release.

FMWM recognizes that the most effective response to a kidnapping or hostage situation is negotiation by a trained, experienced professional. Paying ransom and/or acquiescing to demands in hostage situations and making concessions in the face of extortion without competent negotiation may encourage similar future acts, which will hinder ministry and have a highly detrimental effect on the larger mission, aid and NGO communities in the region. Due to our position as a mission organization and our responsibility to protect the integrity of donated funds, FMWM cannot pay ransom for the release of any of our missionary personnel or family members. It is understood that negotiations can be conducted without obligating the organization to make payments or concessions. As negotiations proceed, FMWM will recognize the family's primary role in the crisis and will respect the family's choice if they wish to pay a properly negotiated ransom.

In hostage or kidnapping situations, FMWM will make all reasonable efforts consistent with our core values and policies to achieve the safe return of our expat personnel and/or family members. These efforts include hostage negotiation as a strategy of first choice (to be carried out by a trained, experienced professional) and coming alongside the family throughout the crisis.

Kidnapping and Hostage Situations: Notifications to Governments

In cases of kidnapping and hostage taking, FMWM understands the local government has authority and responsibility for crimes that occur within the country. We are also aware the hostage's government of citizenship has a legitimate interest, and perhaps even legal jurisdiction over its citizens. It is also recognized that in some countries, the involvement of local government may conflict with FMWM's objectives and values.

FMWM will cooperate with legitimate government inquiries and activities in cases of kidnapping and hostage taking when doing so is judged to be in the best interest of the hostage(s) and the organization. The CMT will decide when and how to make these notifications.

Kidnapping and Hostage Situations: Family Relocation

In cases of kidnapping and hostage taking, rapid relocation of family members away from the area of the event is strongly advised by professionals. Knowing such a policy is in place is a significant comfort to hostages as uncertainty about the location and status of their families is known to be a primary worry during captivity. Also, the presence of family members at the immediate site of crisis management can create distractions and situations that divert attention and energy away from the main effort. It is important that children are not relocated without at least one parent – they need parental support and assurance that at least one of their parents is safe and well.

In cases of kidnapping and hostage taking, family members remaining on the field will be relocated from the country of occurrence as soon as possible. In specific cases, the CMT may waive this policy if doing so is in the best interests of the crisis management effort. FMWM will make ongoing support and assistance to the family a priority. This will include, but not necessarily be limited to, help in finding appropriate housing, school transfers, ongoing financial support, and insuring the family is receiving adequate pastoral, emotional and psychological support. The CMT will establish a system of providing timely and accurate information to the family on the status of the case and the work of the CMT.

Evacuation Authority

One of the most critical (and potentially divisive) elements of evacuation decision-making is determining who has the authority to mandate an evacuation. Those on the field and close to the situation will have perspectives that tend to prioritize different factors than those more geographically removed from the events. In some cases, those closest to the scene will have access to the best information to support an evacuation decision as they rely upon the wisdom of national leadership, but in other cases this information will be denied to them and will only be available to those more removed from the event.

Decision-making authority regarding evacuation exists both at the individual/family and the mission leadership levels. In different circumstances, each of these levels may have access to information that makes evacuation an appropriate decision; therefore, each is authorized to act on such information and make a decision. FMWM leadership will support an individual/family's decision to evacuate, and individuals/families will support a directive from FMWM leadership to do so.

Property and Financial Implications

In the event of an emergency evacuation due to political upheaval, medical crisis or other cataclysmic event, a missionary may incur extra expenses related to travel, housing and/or loss of personal belongings not covered by insurance. These expenses may be covered by the MSA upon approval of the AD if the total does not represent more than a 10% increase to the overall MSA budget. The MRLT will consider a recommendation from the AD for any increase greater than 10%.

When missionaries are displaced by an emergency, and/or must leave personal property behind, the following guidelines apply:

- In the event of an emergency evacuation, an advance of up to \$1,000 may be made available to each missionary immediately upon request. Repayment will be arranged with the FMC-USA finance office.
- FMWM will make reasonable efforts to assist missionary families in the event of an emergency, but FMWM cannot cover personal losses.

- The AD, in consultation with the MRLT, will determine on a case-by-case basis if arrangements for replacement of personal goods will be pursued.
- If it is decided to receive donations to cover a loss, the maximum amount will be less any advance, insurance proceeds or gifts already received.
- In the event of a natural disaster, the missionary will not be held personally responsible for the loss of any FMWM, ICCM or FMC-USA property or assets.

Missionaries are encouraged to insure their personal goods from potential loss. The MRT will provide insurance information to missionaries upon request.

Crisis Follow-Up

When a missionary is exposed to a traumatic situation, such as ...

- Ongoing and/or recurring high-stress circumstances
- The death of a family member or close associate
- The missionary, a family member, or close associate becomes the victim of violence
- The missionary witnesses violence
- Any other circumstance known to, or expected to, produce trauma

If the area director and MRT member care director determine intervention is warranted, they will form a plan that will typically include the following: a prompt return to the U.S., a post-traumatic stress defusing/debriefing, subsequent PTSD evaluation, counseling, a treatment plan based on recommendations by the therapist(s), and criteria for a release back to field ministry.

During the time the missionary is unable to fulfill their duties, the AD will work to cover the ministry need or suspend the ministry until the missionary is able to return. FMWM recognizes that though a missionary may feel pressure to return to ministry quickly, the aftereffects of the trauma may impair their ability to minister effectively long-term. In recognition of the high value of the missionary and family, FMWM is not willing to risk their health and well-being until release criteria are met.

Resources the MRT will create and maintain for crisis situations (as per Bishop Roller's direction):

- List of recommended organizations (consultants, counselors, overseas member care resources, legal resources, medical resources, etc.)
- Training and informational resources for mission team and leadership (This began with the missionary safety and security training at GC15 – these resources continue to be distributed.)
- Confidentiality guidelines regarding media, social media, sharing news stories, etc.
- Guide for how to set up a web page to receive relief donations
- Talking points for new missionaries for pre-deployment discussion about safety and crisis scenarios with extended family