

CRISIS POLICY

Short-Term Mission Team Crisis Policy & Procedure

Faith Ventures Insurance

For travel and medical emergency (24 hours)

Continental USA: 1-855-892-6495

International Collect: 001-603-328-1373

1.0 Purpose

The purpose of this policy is to provide guidance to prepare for and respond to crisis situations affecting a TSC mission team.

3.0 Responsibilities

The Missions Pastor is responsible for direct response to a crisis event and to provide for overall management of a crisis event. However, the Missions Pastor will typically delegate necessary operational authority to the Crisis Manager and, when implemented, the Crisis Management Team.

The Executive Pastor in cooperation with the GO Team is responsible for developing crisis policy guidance, related training, and operation of the TSC Crisis Management Team for all missions' related events occurring off campus.

The Crisis Manager (CM) is responsible for the implementation of this policy in the event of a crisis. The Crisis Manager is the first point of contact for any serious event as defined in section

The Crisis Manager is jointly accountable to the Senior Pastor and to the Mission's Pastor.

The Crisis Management Team (CMT) is responsible for providing ongoing assistance to the Crisis Manager for events that will not be resolved within a few hours.

The Field Team Leader (FTL) is responsible for providing leadership for the safety and welfare of their team members from the time of departure until the team returns to TSC. The FTL is responsible for responding and resolving crisis issues at the field level. The FTL is responsible for notifying the Crisis Manager for any serious crisis event. The FTL or designee is to only communicate serious crisis events to the Crisis Manager, the Missions Pastor, designated staff or the Senior Pastor.

Team members are responsible for adhering to the requirements of this policy and the direction of the team leader at all times while in mission status and working under the auspices of Thompson Station Church.

4.0 Definitions

Serious Crisis Event is considered an emergency and includes any event where the following conditions apply:

- Death
- Serious injury/illness
- Sexual assault or other serious crime
- Outbreak of warfare/coup
- Natural disaster (Earthquake, Tsunami, Hurricane, etc)
- Kidnapping/hostage taking
- Arrest or detainment of a team member by a legitimate government
- Threat of serious harm or death made against team member
- Missing team member
- Emergency evacuation from the local area or host country
- Any event that in the opinion of the FTL needs the involvement of the Crisis Manager

Important Note: **Serious Crisis Events** are only to be communicated to the crisis manager, the Missions Pastor, designated church staff or the Senior Pastor. In no case is a serious crisis event to be communicated to a prayer chain, news media or to other individuals both during and after the event without the approval of the Senior Pastor, Missions Pastor, or when activated, the CMT.

Non-Crisis Events that are typically associated with travel delays, lost documents (without detainment) or other difficulties that are routinely handled by the Field Team Leader or the Team Host, while frustrating, are not usually considered crisis emergencies unless the situation creates a condition or event named above to occur.

The Field Team Leader is the person designated by the Missions Pastor as the person with the single point leadership accountability for a team from the point of departure until all team members return to TSC.

The Crisis Manager is a person designated by the GO Team with the approval of the Senior Pastor and the Missions Pastor to provide for operational management of the requirements of this policy during a crisis event. At TSC, this is our Executive Pastor.

The Crisis Management Team is formed by the Crisis Manager with the approval of the Senior Pastor and the Missions Pastor to assist in the long term management of a crisis event.

5.0 References

Crisis Consulting International, Crisis Management Seminar, Model Crisis Policies, Ventura, CA:
<http://www.CriCon.org>

Fort Sherman Academy, Safe Travel Solutions A Faith-Based Training, Leader's Guide, Pinehurst, Idaho:
<http://www.fortsherman.org>

US Department of State, American Business Traveler Overseas, Overseas Security Advisory Council, Washington, DC:
<http://www.state.gov/travelandbusiness/>

6.0 Crisis Policy

6.1 Risk Assessment

It is the policy of TSC to ensure that all mission team leaders perform a risk assessment on the current safety and security conditions of the host country or area where the team will be ministering. FTL must fill out the RISK ASSESSMENT FORM and turn in prior to departing TSC on the trip. Assessment will include information from the location and any pertinent information from other agencies such as the Overseas Security Advisory Council (OSAC, www.osac.gov) or travel advisories from the US Department of State (www.travel.state.gov).

After performing the risk assessment and determining the viability of the trip, a security and safety training meeting with the entire team must take place. At the end of the training and briefing, each team member must sign the release of liability form.

6.2 Contingency Plans

It is the policy of TSC that each team develop contingency plans for the threats and dangers identified during the risk assessment and any other potential crisis that are defined in 4.0 Definitions.

Major contingency plans must include:

- Emergency Evacuation from region and country for various reasons (health, war, threats)
- Emergency treatment for injury, sickness, assault, etc. (coordinate with Ins. Co.)
- Natural disasters
- Kidnapping, hostage, missing member
- Loss of Documentation (passport, tickets, visa etc.)

- Short Tenable (truthful) Statements (STS)
- Communications – including a list of contacts

6.3 Crisis Management

It is the policy of TSC that in the event of a crisis (or emergency) a Crisis Management Team (CMT) will be formed to manage that event through resolution and recovery.

When a CMT is established, it is to be the only component of the organization “working” on that crisis. All other components and member of the organization shall refer all information and suggestions to the CMT. No action related to the crisis is to be taken without the authorization of the CMT. The Missions Pastor is responsible for direct response to a crisis event and to provide for overall management of a crisis event. He will typically appoint a Crisis Manager (CM) which will be the TSC Executive Pastor. The CM is responsible for the implementation of crisis policies and is the first point of contact in the event of a crisis. The CM is jointly accountable to the TSC Senior Pastor and the TSC Missions Pastor.

The Field Team Leader (FTL) is responsible for providing leadership for the safety and welfare of the team members from the time of the departure until the team returns to TSC. The FTL is responsible for responding and resolving crisis issues at the field level. The FTL is responsible for notifying the CM for any serious crisis event. The FTL, or his designee, is to only communicate crisis events to the CM, or designated staff member, to control all communications to the families, church, and or press.

Team members are responsible for adhering to the requirements of this policy and direction of the team leader at all times while in mission status and working under the auspices of TSC.

6.4 Crisis Information Management

It is the policy of TSC that all information, intelligence, ideas, suggestions, etc. relating to a crisis be directed to the CMT at the earliest possible time. Any member of the organization with such information or with suggestions for the CMT shall forward the information or suggestions immediately to the CMT.

It is also the policy of TSC that during a crisis all information released, and all public statement about the crisis be made by (or with the specific approval of) the CMT and CM. No member of the organization outside the CMT is authorized to make any statement that relates in any way to an ongoing crisis. This includes statements to internal constituencies (other members, families, etc.) as well as external constituencies (the media, extended family, home churches, government agencies etc.).

6.5 Crisis Policy – Death

It is the policy of TSC that in the event of a death of a mission team member that the FTL notify the CM and Insurance Company (IC) immediately. The FTL in conjunction with the host will make necessary arrangements with the local medical personnel to prepare the body for Medical Evacuation. The IC will coordinate the arrangements with the FTL to expedite the evacuation. All communication to family members/guardians will be made by the CM. The FTL will give a full written report in detail as to the circumstances of the death.

6.6 Crisis Policy – Serious Injury/Illness

It is the policy of TSC that in the event of serious injury or illness of a team member that the FTL will notify the CM ASAP after responding to the crisis in order to prevent any further injury or illness from occurring. The FTL will then contact the IC and acquire authorization to secure medical treatment in order to begin to remedy the crisis. If medical evacuation is determined, arrangements are to be coordinated with the IC and host in order expedite travel ASAP. Travel is covered under the IC provisions (see benefits and coverages). The CM will handle all communications with the FTL and family members.

6.7 Crisis Policy – Sexual Assault or other Serious Crime

It is the policy of TSC that in the event of a sexual assault or other serious crime that the FTL will work with the host to report any such crime to the local authorities first, then contact the CM and IC. If physical injury has occurred and medical treatment is required, see 6.6. If only property or material loss has occurred report incident to both the CM

and IC. Obtain a written report from the authorities and record loss in detail. Take whatever steps necessary to prevent any further crime or loss. The CM will handle all communications with the FTL and family members.

6.8 Crisis Policy – Outbreak of War/Coup or Threat of Serious Harm

It is the policy of TSC that in the event of an outbreak of war or coup or even a serious threat of harm to the team or ministry that the FTL will coordinate with the host and evacuation plan to remove team from any immediate or imminent threat or harm. Communication of the event with the CM and IC at the first opportune time is essential. If evacuation from location is required, IC will arrange and pay for evacuation. If time is of essence, FTL will use any financial means available to him to secure travel arrangements out of the “hot” zone and to a safe place. Maintain contact to both the CM and IC throughout the event. The CM will handle all communications with the FTL and family members.

6.9 Crisis Policy – Natural Disaster

It is the policy of TSC that in the event of a natural disaster that the FTL will coordinate with the host a predetermined evacuation plan, if deemed appropriate, or move to a safe zone to prevent any physical or bodily harm to the team during the event. Communicate ASAP to the CM and IC as to the plans to remedy the crisis. If evacuation is required, IC will arrange and pay for travel to a safe departure location. CM will handle all communications with the FTL and family members throughout this event.

6.10 Crisis Policy – Kidnapping/Hostage

It is the policy of TSC that in the event of a kidnapping or hostage taking of our team members the FTL will immediately communicate with the CM and IC. It is the priority of TSC to secure the safe return of any held team member. TSC recognizes that hostage negotiations are a very specialized and potentially dangerous activity and as such, untrained persons, including family members, should not engage in negotiations with groups or individual hostage takers.

It is the policy of TSC that in these type of cases, including extortion, that no ransom shall be paid or concession made, that is reasonably likely to cause or contribute to the probability that similar events will occur again in the future.

It is the policy of TSC that in these type of cases TSC will notify the Federal Bureau of Investigation (FBI), or the US Department of State (USDOS) to seek appropriate assistance. In addition, TSC will contact the mission agency we are partnering with to assist in the crisis resolution process. All reasonable efforts consistent with our policies and core values will be made to achieve their safe return. These efforts include hostage negotiations as a strategy of first choice. In cases where TSC has the opportunity to negotiate for the safe return of hostages, we will seek assistance from professional hostage negotiators.

It is the policy of TSC that in the event of kidnapping and hostage taking, team members (including any immediate family) will be relocated to a safe area away from the crisis site (if domestic) or away from the country of occurrence (if international) as soon as conditions allow. This relocation will normally take place to the home country of the team. In specific cases, the CM may waive this policy, if doing so is in the best interest of the crisis management effort.

It is the policy of TSC that in the event of kidnapping and hostage taking that TSC will cooperate with legitimate government inquiries and activities when doing so is judge to be in the best interest of the hostage(s). The decision of when and how to make notification to the government agencies shall be ma by the CM and CMT.

Resources:

US Department of State overseas Citizens Service: Tel. 888.407.4747

Emergency Services Information: www.travel.state.gov/travel/tips/emergencies

FBI SC Field Office: 151 West Park Blvd., Columbia, SC 29210 803.551.4200

Note: The US DOS has the primary responsibility in any situation involving a crime against a US Citizen abroad. They should be advised of such situations as soon as practical. The US DOS may be aware of sensitive information of immense value in these situations, and will have resources available that cannot be replicated by any private organization.

6.11 Crisis Policy - Arrest or Detainment

It is the policy of TSC that in the event of an arrest or detainment of a team member the FTL contact the US Embassy or Consulate (or other authorities), as deemed necessary, with the assistance of the host to expedite the release of the team member. FTL will notify the CM and IC as soon as possible following the event. If there is a loss of documentation, the IC can help expedite replacement documents. Use the STS statements, which were developed before departing on trip, to keep consistent information dissemination to authorities. The FTL will determine what essential steps need to be taken to secure the release of the team member. The CM will communicate to the family members.

6.12 Crisis Policy – Missing Team Member

It is the policy of TSC that in the event of a missing team member that the FTL will immediately initiate and organize a local search response to attempt to locate the missing team member without jeopardizing the security of the remaining team members. In coordination with the host, alert local authorities to assist in search. ASAP communicate with the CM and IC and brief them on the situation. If a kidnapping is determined refer to 6.10 for further action. Once the missing team member is located, report back to the CM and IC with resolution details. The CM will communicate with family members.

6.13 Crisis Policy – Emergency Evacuation

It is the policy of TSC that in the event that an emergency evacuation is required the FTL will have the decision making authority in coordination with the host (and local leadership), the CM, and CMT. Emergency evacuation may be due to an outbreak of war or coup, a natural disaster, imminent danger or threat to the team, kidnapping, hostage taking, etc. In each circumstance, each of these levels of authority may have access to information that makes evacuation an appropriate decision, so, each is authorized to act on such information and make a decision. The remainder of the organization will respect such a decision. The policy is Multi-lateral. Just as TSC will support an individual team's decision to evacuate, so will a team support a directive from local leadership or TSC (CM) to make this decision. When the decision to evacuate has been made, the IC will help arrange and pay for travel, if time allows, and lodging expenses. The predetermined evacuation plan will be implemented per contingency planning. The CM will communicate with family and TSC during this event.

Note: In conformance to TSC policy, the FTL, the team host or CM may order an emergency evacuation. In addition, it is recognized that conditions may be fluid and necessitate unilateral decisions and actions by the FTL. In such cases, these actions shall be communicated to the CM as soon and quickly as conditions allow.

6.14 Travel to Security Sensitive and/or High Risk Countries

Proverbs 10:19 says, "When there are many words, transgression is unavoidable, but he who restrains his lips is wise."

It is the policy of TSC that teams traveling into a security sensitive and/or high risk area shall develop a short tenable statement (STS) promoting innocence while also being a statement of fact. For example, a person who is chiefly but not exclusively overseas to build houses can say, "I'm here to build houses." Another person who is overseas to identify prospects for a new church can say, "I'm here visiting friends." An STS should be short, believable (because it is true) and consistent. All team members traveling into a security sensitive or high risk area shall be trained on how to travel and communicate in a security sensitive area.

6.15 Crisis Policy – Events not covered above

It is the policy of TSC that in the event of an unexpected crisis the FTL will contact the CM ASAP. Depending on the nature of the crisis the IC may also need to be notified. Follow any and all policies (if applicable) to determine the most successful remediation of the crisis.

7.0 Crisis Procedures

7.1 Evaluation of the Event

The FTL shall evaluate each and any event as to the seriousness of the event. If the event is a “non-crisis” event then the FTL is expected to provide the needed leadership and management to the team to remedy the situation on a field level.

If the event is deemed to be of a crisis nature, then the FTL will follow any and all policies that address that crisis.

7.2 Notification of the Event

The FTL shall notify the CM of any Crisis Event meeting the criteria listed in Section 4.0 as soon as possible. The FTL and the CM shall establish communications protocol (time and type of communication) based on the circumstances of the event.

The FTL and the CM shall maintain a written log documenting all the events as they occur during the crisis. The FTL shall notify the Insurance Company (IC) depending on the circumstances at the earliest opportunity. The IC will need to authorize certain activities in order for payment to be made (in the event of travel, lodging, document expedition, etc.). The FTL will keep all receipts and documentation of crisis to validate any and all expenses incurred during the event.

7.3 Management of the Event

The FTL shall provide field leadership and management of the team while deployed, in coordination with the team host and the CM. The FTL will provide crisis instruction to the team and when necessary order evasive action such as an emergency evacuation or emergency shelter.

All team members shall follow the direction and instruction of the FTL.

The CM shall provide supporting information, direction, and instruction and resources to the FTL for as long as the team is deployed. The CM shall continue to manage events that last longer than the team is deployed.

The FTL shall follow the direction of the CM and CMT.

The CM shall lead the CMT when activated and the CM shall keep the Senior Pastor and the Missions Pastor updated on the crisis status.

The CM shall follow the direction and instruction of the Senior Pastor.

Contingency Plan (International)

Faith Ventures Insurance

For travel and medical emergency (24 hours)

Continental USA: 1-855-892-6495

International Collect: 001-603-328-1373

Project Description:

Location: _____

Date: _____

Time Difference:

Field Team Leader [Deployment] Contact Information

Team Leader

Name: _____

Phone: _____

Email: _____

Security Field Leader

Name: _____

Phone: _____

Email: _____

Check-In Person

Name: _____

Phone: _____

Email: _____

Crisis Manager Contact Information:

Name: P. Duane Murray
Phone: 615-319-5679
Phone: #2 615-791-8319
Email: dmurray@tsclife.org

Name: Gary Bowman (Chairman)
Phone: 630-440-3334
Email: Garbow61@hotmail.com

Name: _____
Phone: _____
Phone: #2 615-791-8319
Email: _____

Host Contact Information:

Name: _____
Phone: _____
Email: _____
Website: _____

Organization: _____
Address: _____
Other: _____

Place you are staying:

Name: _____
Phone: _____

Address: _____

Website: _____

Hospital Information:

Name: _____
Distance: _____
Phone: _____
Website: _____
Address: _____

Clinic Information:

Name: _____
Distance: _____
Phone: _____
Website: _____
Address: _____

Emergency Evacuation Options (Specify two):

1. _____
2. _____

Emergency Funds (Specify two sources):

1. _____
2. _____

STS (Short Truthful Statements) Indicate why you are there. No Evangelical answers:

1. _____
2. _____

Risk Assessment Form

Date Filled Out: _____

Office Use Only

The Hiscox: Control Risk rating descriptions are expressed below. The risks for your country are highlighted.

Security	Travel	Kidnap	Evacuation
Insignificant	Insignificant	Insignificant	
Low	Low	Low	Preparatory
Medium	Medium	Medium	Warning
High	High	High	Full Evacuation
Extreme	Extreme	Extreme	

Host Country

Area Lodging

Area Ministering

Please List the names where you will be:

*Please list on a separate sheet if answer is Yes

Yes No

Yes No

Yes No

Communication

Are there communication systems available? What kind?

Host: _____

Staying: _____

Ministering: _____

Yes No

Yes No

Yes No

Transportation

Is there transportation systems available? What Kind? (If no please explain your means of transportation)

Host: _____

Staying: _____

Ministering: _____

Yes No

Yes No

Yes No

Security

*Have there been kidnappings of foreigners?

*Are there violent activities? _____

Is the risk of robbery prevalent? _____

Is there gov't prohibition on evangelism or proselytizing?

Are there election dates? Please give the dates if you are in country during that time.

Good Bad Mixed

Good Bad Mixed

Good Bad Mixed

What is the Political Climate? (If Bad Explain)

Yes No

Yes No

Yes No

Weather/Epidemics

*Are there risks of weather concerns during your stay?

*Are there any epidemics (Malaria, Zika, etc.) currently?

Yes No

Yes No

Yes No

Medical

Are there medical facilities available?

For routine injury or sickness?

For more serious events?

Flight & Trip Itinerary

Flight Information

Date	Departure Place	Arrival Place	Departure Time	Arrival Time	Flight	Flight Number

Trip Itinerary

Date	Day	From	To	Miles/Time to Project	Description of Project

Team Members Emergency Contact Information

	Team Member	Emergency Contact	Relationship	Phone #	Email
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
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16					
17					
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19					
20					