

7 FAM 1800

CONSULAR CRISIS MANAGEMENT

7 FAM 1810

DISASTER PREPAREDNESS

(CT:CON-142; 07-26-2006)
(Office of Origin: CA/OCS/PRI)

7 FAM 1811 INTRODUCTION

(CT:CON-142; 07-26-2006)

- a. This chapter of 7 FAM provides additional guidance for consular officers in planning for consular crisis management and actually managing a crisis.
- b. 12 FAH-1 includes checklists about emergency planning, including assistance to U.S. citizens.
- c. Crisis management means planning and preparing for the many types of disasters and other crises that confront a consular section. We cannot overemphasize the importance of being prepared. When a crisis or disaster strikes, you will only have the time to use the tools at your disposal, not create a whole new infrastructure. Planning and preparedness are essential. This subsection is designed to help you get ready for whatever crisis, small or large, that might affect your post and your consular operations, and to equip you with the skills and resources to deal with a crisis humanely and effectively.

See:

12 FAH-1 Emergency Planning Handbook
S/ES-O/CMS Crisis Management Manual
CA/OCS Intranet Crisis Management

7 FAM 1811.1 Crisis-Prepared Versus Crisis-Unready

(CT:CON-142; 07-26-2006)

From the lessons learned over time and in numerous crises, from natural

disasters to terrorist bombings we have developed a strong concept of what **NOT** to be or do. If you and your colleagues can assure yourselves that the following characteristics of a crisis-prone organization do **not** describe you or your consular section, you should be able to tackle whatever crisis you encounter.

A CRISIS-UNREADY ORGANIZATION IS ONE THAT:

- Does not know where it is at risk
- Does not routinely communicate internally or externally
- Has not considered how to respond
- Has not identified key managers
- Has unclear policy guidance
- Has no emergency procedures checklists
- Has an uncertain/unclear media policy and strategy
- Cannot anticipate
- Is concerned more with liability than results

7 FAM 1812 THE CONSULAR ROLE

(CT:CON-142; 07-26-2006)

As a consular officer, you need to understand, in advance, how a potential crisis will affect you and your normal duties. The guidelines and suggestions in this section cannot really be tailored to any one individual or position, just as they cannot fit every location, post size, or situation. In small posts, for example, you may hold several of these positions simultaneously, or even all of them. We can, however, give you some general thoughts and suggestions related to consular roles at post.

NOTE: If you are at a single consular officer post, with responsibilities for other sections, your consular responsibilities in a crisis must take precedence. Post management must ensure that non-consular tasks (e.g. event reporting cables) are assigned to other officers during the duration of the crisis.

7 FAM 1812.1 Consular Section Chief/Consul General

(CT:CON-142; 07-26-2006)

You have perhaps the broadest and deepest responsibility to ensure the

safety of U.S. citizens in the event of a crisis. In fact, you may well be delegated responsibility for managing the missions' response to certain types of crises. Things to keep in mind include:

7 FAM 1812.1-1 The Emergency Action Plan (EAP)

(CT:CON-142; 07-26-2006)

- a. Either before or soon after arriving at post, read the post's EAP. Make sure the consular portion of the EAP is current, and that it makes sense to you.
- b. Make certain officers and locally engaged staff (LES) in the section are current on the mission's EAP, the Section's disaster plan, and their roles in it.
- c. Determine what aspects of the EAP can be maintained in an unclassified environment and provided to LES employees.

7 FAM 1812.1-2 The U.S. Citizen Community

(CT:CON-142; 07-26-2006)

- a. Take an active role in keeping the warden system current and test it regularly.
- b. Consider communicating with the U.S. citizen community regularly via a newsletter, or holding town hall meetings and/or warden meetings on a regular basis to discuss the effectiveness of the warden system, local security issues, and other concerns of the U.S. community.

7 FAM 1812.1-3 The Emergency Action Committee (EAC)

(CT:CON-142; 07-26-2006)

- a. The Department requires the supervisory consular officer to be a full, active member of the post's EAC.
- b. Encourage regular, formal meetings of the full team, even when there is no immediate crisis on the horizon.
- c. Ensure that meetings, recommendations and actions are reported by cable that includes a CASC tag.

7 FAM 1812.1-4 Update Consular Managers

(CT:CON-142; 07-26-2006)

- a. Keep your deputy and the American Citizen Services (ACS) chief up-to-date on information you obtain at country team and EAC meetings, or from other parts of the mission.

- b. Have your senior managers occasionally either accompany or substitute for you at EAC meetings.

NOTE: If you are the sole consular officer at post, ensure that your consular back-up is familiar with the disaster plan and ready to represent consular interests at EAC meetings.

7 FAM 1812.1-5 Off-Site

(CT:CON-142; 07-26-2006)

Store at your residence the information and equipment necessary for you to function from there in the event the consular section is unreachable or unusable. It is also possible to access the Consular Consolidated Data Base (CCD), Passport Information Electronic Records System (PIERS) and other internal information using the Open Source Information System (OSIS) and/or OpenNet Everywhere (ONE) (see 7 FAM 1814.3 – Disaster Assistance Kits).

7 FAM 1812.1-6 Duty Officers Book

(CT:CON-142; 07-26-2006)

- a. Be certain that the consular portion of the post's Duty Officer Book is up-to-date and well written.
- b. Work with the Management Officer and DCM/PO to ensure you have a functioning duty system.

7 FAM 1812.1-7 Emergency Contacts

(CT:CON-142; 07-26-2006)

- a. Make sure you and your staff can rapidly locate each other in a crisis.
- b. Set up a network using cell phones and/or radios issued to key officers.
- c. Establish an e-mail mailing list, with both official and private e-mail addresses.
- d. Maintain an up-to-date list of emergency phone numbers.

7 FAM 1812.1-8 Clarify Staffing Needs

(CT:CON-142; 07-26-2006)

- a. Identify who in the consular section will be considered essential staff in the event of authorized or ordered departure, drawdown, etc.
- b. Keep in mind that American family members and consular and associates would most likely depart post in a voluntary or ordered departure.

7 FAM 1812.1-9 Crisis Management Exercises and Training

(CT:CON-142; 07-26-2006)

- a. A crisis management exercise at your post is an excellent way to test planning and identify problems to address before a crisis hits. See the **FSI Crisis Management Exercise** information and **distance learning table top exercise**.
- b. See the Foreign Service Institute (FSI) Crisis Management Training opportunities, including:

FSI Crisis Management Training ...

Advanced Crisis Management Marine Expeditionary Exercise

Crisis Leadership

Crisis Management Overview

One Day Crisis Leadership

Overseas Crisis Management Exercise

c. **Other U.S. Government Crisis Management Training Opportunities:**

NTSB Academy (National Transportation Safety Board)

Emergency Management Institute (FEMA – Federal Emergency Management Agency)

- d. **Host Country Crisis Management Training Opportunities:** If your host country is engaged in crisis management exercises, it may be possible for you to observe or participate in relevant portions.
- e. **Industry Training:** CA/OCS participates in cross training with U.S. air carrier personnel in aviation disaster response family assistance training pursuant to our MOU with the carriers. It may be possible for you to participate in similar training with U.S. carriers in the host country.

7 FAM 1812.1-10 Brief the Mission

(CT:CON-142; 07-26-2006)

Use country team and EAC meetings to ensure that key embassy officers from other sections are well versed in the consular role in a crisis.

Note: Make certain your colleagues clearly understand the meaning and importance of the Department's "No Double Standard" Policy. (See 7 FAM 052.)

7 FAM 1812.2 Deputy Section Chief

(CT:CON-142; 07-26-2006)

Your responsibilities by and large mirror those of the section chief. In addition, you might want to pay close attention to the following:

- (1) Make sure you know enough to step in for the section chief if he or she is absent or incapacitated when a crisis occurs.
- (2) Be prepared to give up your day job. The work you do during a crisis may make it impossible for you to continue to do the work you normally do. Have a reliable picture of the Section's management resources. If the section chief is managing the task force during the day, you should be managing it in the evenings, or vice versa.
- (3) Don't duplicate efforts. You and the section chief should agree in advance that certain basic functions and responsibilities are yours, for example, compiling and managing the task force shift rosters, overseeing appropriate use of the automated systems, etc.

7 FAM 1812.3 American Citizen Services (ACS) Unit Manager

(CT:CON-142; 07-26-2006)

ACS day-to-day operations and routine contacts will often form the core of the mission's planning and reaction to a crisis. Some measures to consider:

7 FAM 1812.3-1 Issuance of Critical Documents

(CT:CON-142; 07-26-2006)

In a crisis, U.S. passports, Reports of Birth or Death, or Consular Mortuary Certificates often take on even greater importance and urgency.

- (1) Have a plan in the event demand for any of these documents suddenly increase substantially because of the crisis.
- (2) Know how to produce acceptable alternatives to these documents if you lose power.
- (3) Know what documents and/or production equipment you can pre-position away from the consulate, and where and how this would be done.

7 FAM 1812.3-2 Cross-Training

(CT:CON-142; 07-26-2006)

- a. Your AFM Consular Assistant/Associates and LES staff should know each other's jobs. Remember, consular associates are often in the first group

to leave post.

- b. Work with other section managers to train back-ups from other parts of the section in ACS functions. If needed use the EAC to discuss the training of LES employees from other Embassy sections to back up consular staff in a crisis.
- c. Ensure that all consular officers in the section know how to issue a passport, report of death, etc.

7 FAM 1812.3-3 Off-site Equipment

(CT:CON-142; 07-26-2006)

Make certain your off-site equipment (hand seals, laptop software, printers, etc.) is in good working order and available for emergency use.

- (1) Examine and test regularly;
- (2) Be sure enough people know where it is and how to use it; and
- (3) Post instructions clearly by every piece of equipment.

7 FAM 1812.3-4 Bring Your Warden and Registration Records Up-To-Date

(CT:CON-142; 07-26-2006)

Data on where and how many U.S. citizens or nationals are in your district will be in constant demand during most crises. (See 7 FAM 070 and 7 FAM 040). See the IBRS website on the CA Internet home page.

7 FAM 1812.3-5 Assign Priorities

(CT:CON-142; 07-26-2006)

Identify what activities the ACS Unit can defer, and in what order, if there is a crisis.

7 FAM 1812.4 Visa Unit Managers

(CT:CON-142; 07-26-2006)

You need to think about both sides of the coin--how to provide emergency services to meet the crisis, and at the same time how to reduce or shut down routine visa services in an organized fashion.

7 FAM 1812.4-1 Nonimmigrant Visa (NIV) Services

(CT:CON-142; 07-26-2006)

Unless they have already been closed for security reasons, Non Immigrant Visa (NIV) Operations should be the first to close when you need to provide extra staff for the crisis. While the host government and even other embassy officers may pressure you to keep visa services open, the protection and welfare of U.S. citizens must always take priority over visa services.

- (1) Develop a written plan for how you would do this;
- (2) Know how you would get the word out to your clientele;
- (3) Include in your planning a system for emergency visa issuance to individuals affected by the crisis (alien family members of U.S. citizens, medical escorts, etc.); and
- (4) Know what use to make of the LES staff freed up by reductions or closing of services. (Have they been cross-trained in ACS functions, for example?)

7 FAM 1812.4-2 Immigrant Visa (IV) Services

(CT:CON-142; 07-26-2006)

- a. Immigrant visa (IV) processing, given its complex nature, scheduling issues, importance to petitioners and beneficiaries, and the mechanics of the preference system, is significantly more difficult to shut down than NIV processing.
- b. Normally, you would consider this only after it is apparent that closing down NIV operations alone is insufficient for the crisis at hand. If faced with the need to temporarily halt or reduce IV issuance, either because of need or security considerations, consider the following:
 - (1) Develop a written plan;
 - (2) If possible, separate and identify applicants coming from the United States or from significant distances in country from those living nearby. Prioritize work accordingly;
 - (3) Work with the Visa Office (CA/VO) and the National Visa Center (CA/NVC) to implement a system for notifying applicants;
 - (4) Make provisions for age-out cases, expiring preferences, etc.; and
 - (5) Develop a "catch-up" plan. (For example, if you stop IV's for a week, can you double up the following week, using the NIV waiting room, NIV or TDY officers?)

7 FAM 1812.5 Entry Level Officers And Consular Associates

(CT:CON-142; 07-26-2006)

As an entry level officer or consular associate newly arrived at post, there are steps you can and should take to make yourself a more valued member of the team in the event of a disaster or crisis:

- (1) Read your post's EAP, the section's Disaster Plan, and have a good idea of your possible roles in the event of a crisis;
- (2) Make sure you can be located. When you move from temporary quarters to a new apartment, or finally get your phone installed, or get a cellular phone, let your Unit and Section chiefs know. Don't count on the usual Management Section locator updates; and
- (3) Let the right people know if you have any specialty skills you could bring to the table in a crisis. If you speak a third language, you have had professional grief counseling training, you are have information systems expertise, you were a nurse or a fireman in a past career, etc. make sure the crisis managers know it.

7 FAM 1812.6 Locally Employed Staff (LES)

(CT:CON-142; 07-26-2006)

As an LES employee, your knowledge of the local situation (language, geography, culture, contacts) will prove invaluable in any crisis. In addition, as the section's institutional memory, you can recall previous emergencies and provide valuable insights on what went right, what went wrong, and what to do differently. You can best serve your section in an emergency by focusing on the following:

7 FAM 1812.6-1 Contacts

(CT:CON-142; 07-26-2006)

Use your range of contacts within the host government and the community at large to full advantage:

- (1) Encourage your existing contacts to contribute lists of additional contacts whom they know or believe will be involved when a crisis occurs, or who could provide assistance to the post if called upon; and
- (2) With your LES colleagues, pool your contacts and develop a master list of those you believe would be most useful in a crisis.

7 FAM 1812.6-2 Planning

(CT:CON-142; 07-26-2006)

- a. Get involved in all of the unclassified phases of disaster planning.

- b. Participate in any emergency exercises at post.
- c. With your colleagues, discuss and identify successes or failures with earlier disasters or exercises, and bring them to the attention of the section chief.
- d. Brainstorm possible crises- as a local resident, YOU may have the best handle on the most likely scenarios.

7 FAM 1812.6-3 Talent Bank

(CT:CON-142; 07-26-2006)

If you have special skills, abilities, languages, and experience, make them known to consular management. Skills could include:

- (1) Other languages;
- (2) Experience at other posts;
- (3) Prior work with the host government;
- (4) Medical or legal training;
- (5) Military service;
- (6) Professional driver or pilot;
- (7) Bank teller;
- (8) Travel or airline agent;
- (9) Telephone operator; and
- (10) Journalist.

7 FAM 1813 INFORMATION AND RESOURCES

(CT:CON-142; 07-26-2006)

The following topics and recommendations may not all apply to your post. Since the host government has primary responsibility for responding to an emergency, your requirements for action may be inversely proportional to the capabilities of the host government to act. In any event, review the following guidelines and recommendations, adopting and adapting those that best fit your particular situation.

7 FAM 1813.1 Within the Consular Section

(CT:CON-142; 07-26-2006)

The consular section will have a significant amount of useful material as a result of its normal activities. This information should be collected and

appropriately formatted for use in a crisis. Some examples include:

- (1) F-77 Report of Potential Evacuees;
- (2) ACS Lists of Doctors, Dentists, Pharmacists and Hospitals (see 7 FAM 337);
- (3) ACS List of Attorneys (see 7 FAM 990);
- (4) ACS list of Mortuaries (see 7 FAM 200);
- (5) Information on local law and practices regarding disposition of remains;
- (6) U.S. Citizen Registration records;
- (7) U.S. Passport records;
- (8) Warden List (7 FAM 070);
- (9) Host country entry and exit requirements; and
- (10) Host country emergency contingency plans.

7 FAM 1813.2 Within The Mission

(CT:CON-142; 07-26-2006)

Outside of the consular section, there are several mission elements that are ready sources of useable information and contacts.

7 FAM 1813.2-1 Management

(CT:CON-142; 07-26-2006)

You will need assistance and support from the Management section more than from anywhere else in the mission. Keep them updated on your planning and potential needs by discussing things such as:

- (1) Blanket in-country travel orders for officers and LES employees most likely to be sent to the scene of a crisis;
- (2) Cell phones, radios, or beepers for key LES employees who might not otherwise be reachable after hours;
- (3) Identification of other officers with prior consular experience;
- (4) Pre-wiring a large area, (conference room, employee lounge) that can be rapidly equipped with additional computers, telephones, copiers, faxes etc. and used as a consular crisis center;

NOTE: Even though the mission may already have a designated Crisis Center, consular work will often carry on after the crisis is over for the rest of the mission, or will demand more resources than the mission's main crisis

center can accommodate.

- (5) Airline contacts;
- (6) Available vehicles and drivers;
- (7) Available emergency communication devices; and
- (8) Inventory of emergency supplies at post.

7 FAM 1813.2-2 The Regional Security Office (RSO)

(CT:CON-142; 07-26-2006)

- a. The main contact at post for the country's national and local police forces.
- b. Often has evidence-quality digital camera you may borrow.
- c. Usually controls the armored vehicles.
- d. Can arrange for physical security as needed for consular officers proceeding to scene of the crisis.

7 FAM 1813.2-3 Public Diplomacy Officer

(CT:CON-142; 07-26-2006)

- a. Assist in having announcements and notices disseminated via the media, such as BBC (British Broadcasting Corporation), CNN (Cable News Network), VOA (Voice of America) and local media;
- b. Good source of information on how the public is responding to the crisis;
- c. Fields all calls from the press;
- d. Clears on all public announcements and travel warnings; and
- e. Manages the post's Internet presence.

7 FAM 1813.2-4 Department of Defense (DOD)

(CT:CON-142; 07-26-2006)

The Defense Attaché, MAAG (Military Assistance and Advisory Group) or MilRep (U.S. Military Representative) can be a source of key contacts, particularly in countries where the host military is generally a prime player in disaster scenarios.

- (1) Liaison with US military forces in the event of an evacuation;
- (2) Often has a means of communication that may work if other communication options fail; and
- (3) Generally arrange for clearance for flights into the local airport.

7 FAM 1813.2-5 Political and Economic Sections (POL, ECON or POL/ECON)

(CT:CON-142; 07-26-2006)

These sections of the embassy often have Transportation and Communications portfolios, and may be a good source of official and private contacts within these industries. Their governmental and parliamentary contacts may also be able to provide insights into the host country's response to the crisis.

7 FAM 1813.2-6 Law Enforcement Officers (LEGATT, Customs Attache, DEA, NAS)

(CT:CON-142; 07-26-2006)

Your law enforcement colleagues at post may be able to provide vital assistance in a crisis, including:

- (1) A direct source of forensic assistance (FBI Labs and Teams); and
- (2) Useful contacts with national police, national investigative body, anti-terrorist specialists, etc.

7 FAM 1813.2-7 U.S. AID

(CT:CON-142; 07-26-2006)

If there is a U.S. AID Mission at post your AID colleagues may have knowledge of host country capabilities in the event of disaster and whether AID assistance has been requested and provided in the past or would be sought in the event of a disaster. (See 12 FAH-1 Annex).

7 FAM 1813.2-8 Peace Corps (PC)

(CT:CON-142; 07-26-2006)

- a. PC Volunteers are often a valuable source of information regarding outlying or remote areas of the country.
- b. The mission PC Office may have excellent contacts with small hotels, medical clinics, small air charter services, etc.

7 FAM 1813.3 The Host Government

(CT:CON-142; 07-26-2006)

The host government has the primary responsibility to respond to a disaster within its borders. You will generally be working closely with host officials in your efforts to assist U.S. citizens or nationals caught up in the crisis.

Knowing the local government's capabilities, and being able to predict to some extent their reactions to a crisis will enable you to act more efficiently, and best utilize scarce resources.

7 FAM 1813.3-1 Likely Host Government Response

(CT:CON-142; 07-26-2006)

- a. Make every effort to learn and understand the response infrastructure the government has in place.
- b. Develop a checklist to "interview" authorities in both the central and provincial governments about their capacity to respond to various types of crises, particularly in areas with high numbers of U.S. citizens.
- c. If possible, obtain a summary of any disaster plans they may have developed for common scenarios.
- d. Identify the officials who would have primary responsibility for crisis management.
- e. Identify any predetermined sites the host government plans to use, such as communications centers, emergency shelters, mass feeding areas, etc.

7 FAM 1813.3-2 Public Hospitals

(CT:CON-142; 07-26-2006)

- a. Determine whether some or all of the hospitals are run by the government, and if so identify:
 - (1) Locations and emergency contacts;
 - (2) The appropriate decision-making officials outside of the hospital;
 - (3) Bed capacity;
 - (4) Special Capabilities – Trauma Unit, Burn Unit, Portable X-Ray, Hazmat response, etc.;
 - (5) Internal morgue capacity; and
 - (6) Medical Standards – Although all available hospitals may be used in a crisis, it is still useful to identify those where the standard of care approximates that in the United States.
- b. 12 FAH-1 H-500 provides additional information.

7 FAM 1813.3-3 Morgues

(CT:CON-142; 07-26-2006)

- a. Location and capacity of government morgues, and emergency contacts;

- b. Names and contact information for coroners or other local officials authorized to sign death certificates;
- c. Possible locations of temporary morgues that host government might establish; and
- d. 12 FAH-1 H-1200 7 FAM 200 provides additional information.

7 FAM 1813.4 The Private Sector

(CT:CON-142; 07-26-2006)

Invariably certain segments from the private sector will be involved to some extent in most disaster scenarios. You should identify these elements and know how to reach them. You also should search the private sector for possible resources you might be able to utilize in a disaster. 31 U.S.C. 1342 Limitation on Voluntary Services provides that "an officer or employee of the United States Government may not accept voluntary services for either government or employ personal services exceeding that authorized by law except for emergencies involving the safety of human life or the protection of property."

7 FAM 1813.4-1 Private Hospitals and Clinics

(CT:CON-142; 07-26-2006)

- a. Identify the following information about private hospitals and clinics:
 - (1) Locations and emergency contacts;
 - (2) The appropriate decision-making officials outside of the hospital;
 - (3) Bed capacity;
 - (4) Special Capabilities – Trauma Unit, Burn Unit, Portable X-Ray, Hazmat response, etc.;
 - (5) Internal morgue capacity; and
 - (6) Medical Standards – Although all available hospitals may be used in a crisis, it is still useful to identify those where the standard of care approximates that in the United States.
- b. 12 FAH-1 H-500 provides additional information.

7 FAM 1813.4-2 Medical Personnel

(CT:CON-142; 07-26-2006)

- a. In addition to the medical personnel normally available through hospitals, look for other specialists.
- b. Professional organizations (similar to the AMA (American Medical

Association), APA (American Psychiatric Association), etc) can be a good source of information. Try to identify:

- (1) Trauma specialists;
- (2) Forensic pathologists, dentists, anthropologists;
- (3) Radiologists, X-ray technicians; and
- (4) Psychiatrists, psychologists, other mental health professionals.

7 FAM 1813.4-3 Emergency Service Companies

(CT:CON-142; 07-26-2006)

a. Medical Evacuation Services:

- (1) Number of planes available;
- (2) Patient capacity for each plane; and
- (3) Do flight crews and medical attendants have valid documentation for entering the United States?

b. Forensic Services:

- (1) Capacity to provide emergency assistance to local authorities (coroners, forensic experts, undertakers); and
- (2) Planes/capacity for repatriating remains.

7 FAM 1813.4-4 Mortuaries and Funeral Homes

(CT:CON-142; 07-26-2006)

- a. Locations and contacts;
- b. Storage capacities; and
- c. Ability to prepare remains for international shipment.

7 FAM 1813.4-5 Charitable Organizations

(CT:CON-142; 07-26-2006)

Check with your local Red Cross or equivalent, religious Charities, CARE, American Club, religious institutions, etc. as possible sources for:

- (1) Emergency food and shelter;
- (2) Trained grief counselors;
- (3) Clothing and blankets; and
- (4) Escorts for families of victims.

7 FAM 1813.4-6 Communications Infrastructure

(CT:CON-142; 07-26-2006)

Communication is critical in any disaster. You need potential access to mass media, and the ability to determine where service has been disrupted, or when it will resume. Possible resources include:

- (1) Emergency Broadcast System, if one exists;
- (2) Local/national television and radio contacts;
- (3) Telephone, cellular service companies; and
- (4) Internet – If most people have access to the Internet in your country, the embassy web page can be a major communications tool.

7 FAM 1813.5 Other Sources of Information

(CT:CON-142; 07-26-2006)

You may want to identify on-line sources of information that would be helpful in a crisis. Add to these suggestions based on your own experience.

- (1) Department's Internet, Intranet and Classnet sites;
- (2) CA's Intranet page, particularly "Consular Tools" and "Crisis Management" sections
- (3) Crisis oriented non-government organizations (NGO)and news Internet sites (e.g. Reuters Alertnet, the UN's Relief Web, Wikipedia, CNN, etc.);
- (4) Host government's web pages, if they exist;
- (5) Host country DNA (deoxyribonucleic acid) laboratories, and specialist capable of DNA analysis and identification;
- (6) Charter plane companies/Airlines;
- (7) Car and/or truck rental companies;
- (8) Medical supply companies;
- (9) Pharmacies;
- (10) Hotels & Youth Hostels; and
- (11) Travel Agencies.

7 FAM 1813.6 Other Diplomatic Missions And Non-Governmental Organizations

(CT:CON-142; 07-26-2006)

In many posts, other diplomatic missions and non-governmental organizations (NGOs) may have resources you can use in an emergency.

- (1) Other missions, particularly the United Nations (UN), may have a radio network, a doctor, emergency supplies, and even aircraft and/or boats.
- (2) Develop a good understanding of their disaster preparations and see how they can fit in with yours.
- (3) Consider including these missions in your distribution of warden notices and ask for copies of their notices.
- (4) Consider having regular emergency preparation planning meetings with other missions.

7 FAM 1814 ORGANIZING AND UPDATING INFORMATION

(CT:CON-142; 07-26-2006)

This section outlines a number of suggested ways to organize your crisis response information and actions. CA supports and encourages maximum use of **information technology**, both in normal consular work and in disaster management. However, the disaster itself may affect electrical power, data and telephone lines, access to the mission, reducing or eliminating your ability to rely on computers and other technology. Be certain that you have a **back-up** battery operated and/or paper and pen system that can be used in an emergency.

Remember: To be truly useful to you in a crisis, the information must be

- Organized
- Retrievable
- Current
- Accurate

7 FAM 1814.1 Create a Consular Crisis or Disaster Plan Handbook

(CT:CON-142; 07-26-2006)

Since most of the information you have collected lends itself easily to standard forms or spreadsheets, the simplest method is to collect the data in a loose-leaf binder. The possible variations are too numerous to make a

model worthwhile, although as a starting point you may wish to look at:

- (1) The organization recommendations for the Duty Program Guide on the CA Intranet Page; and
- (2) The guidance provided in the S/ES-O/CMS Crisis Management Manual.

7 FAM 1814.1-1 Organization

(CT:CON-142; 07-26-2006)

- a. Use headings, an index and appropriate tabs to organize your data and make it easy to find specific items.
- b. Use bold or highlights to emphasize important data, and use an easily readable font throughout.
- c. Wherever possible, use spread sheets to outline data. A sample is attached as 7 FAM Exhibit 1814.2-1.

7 FAM 1814.1-2 Automation

(CT:CON-142; 07-26-2006)

Everything in your handbook should be replicated on computer. In fact, generally you should consider the computer documents as your working handbook, and the paper document as backup.

7 FAM 1814.1-3 Distribution

(CT:CON-142; 07-26-2006)

While your handbook should normally not have any classified content, you should restrict distribution to those officers and staff who are most likely to use the information in the event of a crisis. Remember:

- (1) The more copies you have in circulation, the more difficult it will be to ensure every copy is updated as needed; and
- (2) At least some of the information (e.g. home telephone numbers of host government officials) should be protected as a matter of courtesy. In addition, some of the information may relate to private U.S. citizens (e.g. Warden's List, some medical personnel, etc.) and has Privacy Act implications. (See 7 FAM 060.)

7 FAM 1814.1-4 Update

(CT:CON-142; 07-26-2006)

When designing your handbook, also formulate a system for maintaining it. Things to consider include:

- (1) Normally, the ACS Unit is in the best position to keep most of the information current, since they use much of it on a day-to-day, non-crisis basis;
- (2) Often the section chief and deputy are in the best position to know early on about changes, such as rotation of personnel, in the rest of the mission that affects information in the handbook;
- (3) Keep an e-mail list of everyone who has a copy, electronic or paper, of the handbook, so changes and replacement pages can be quickly distributed; and
- (4) About twice a year distribute the handbook in manageable portions to your staff, and have them re-verify each contact, telephone number, address etc.

7 FAM 1814.2 Disaster Checklist

(CT:CON-142; 07-26-2006)

The checklist should capsule your plan into a streamlined format that outlines what you want done, and in what order.

- (1) Depending on factors such as the size of the post, and your estimate of the types of disaster most likely to occur, you may want to devise separate checklists to fit particular scenarios, such as a plan crash, a natural disaster, terrorist incident, political instability, etc.
- (2) A sample checklist is attached as 7 FAM Exhibit 1814.3 Disaster Checklist. You may revise it as you wish to fit your local circumstances.

7 FAM 1814.3 Disaster Assistance Kits

(CT:CON-142; 07-26-2006)

This is a large attaché case or other suitable sturdy container, filled with the supplies, equipment and information a consular officer might need to function off-site in an emergent situation.

While the choice of container is yours, we recommend in most cases you consider sturdy luggage, equipped with its own wheels and foldout handle, and small enough to meet airline carry-on regulations.

7 FAM 1814.3-1 Why Do We Need These?

(CT:CON-142; 07-26-2006)

- a. Often your first best course of action in a disaster scenario, particularly one potentially involving U.S. citizens or nationals, is to send a consular officer, or even a team, to the scene as soon as possible. Having the kit ready and available will save valuable time, and ensure that your on-site personnel have what they need to work efficiently and effectively.
- b. There may well be a disaster that occurs outside of normal working hours, and prevents staff from reaching the mission. Under some circumstances, you may well have to set up at an alternate site and work for days before the mission is reachable and/or functional.

7 FAM 1814.3-2 How Many Should We Make?

(CT:CON-142; 07-26-2006)

This will depend on your circumstances. Normally, we recommend you create at least two, one on-site at the consulate, the other (or others) at suitable remote sites. These might include:

- (1) The consular chief's residence;
- (2) The deputy section chief's or ACS chief's residence;
- (3) Any site already pre-designated by the mission to function as an alternate work location in the event of a disaster affecting the mission facilities;
- (4) At the home or office of any consular agents the mission may have in other parts of the country; and
- (5) If the consular section is physically separate from the main chancery, locate one in the chancery in case that more secure site becomes the center of all mission operations during the crisis.

7 FAM 1814.3-3 What Should We Include In Our Kits?

(CT:CON-142; 07-26-2006)

The contents of your kits should be tailored to your particular post and working environment. The following are generic checklists that may prove helpful to you in designing your own kit:

- (1) **Information:** You want to include as much information as you can, but in the lightest, most compact and most efficient format as possible;

DISASTER KIT CHECKLIST - INFORMATION

- Copy of 7 FAM 1800 – Electronic and paper formats
- Your consular crisis handbook – electronic & paper formats

- Your duty book – electronic & paper formats
- Your Action Checklist
- Wardens List
- Laminated pocketsize cards with key phone numbers, e-mail addresses, radio codes etc.

(2) **Equipment:** Include any equipment you consider mandatory to function in the field – avoid heavy items as much as possible;

DISASTER KIT CHECKLIST – EQUIPMENT

- Cellular phone charger
- Radio, charger,
- Camera – preferably digital or Polaroid
- Extra film, digital storage media
- Laptop Computer with wireless and Ethernet networking capabilities, and with built-in or battery-operated auxiliary printer
- Personal Digital Assistant (PDA) with wireless networking capability
- Hand Impression Seal
- Small assortment of Consular Stamps
- Flashlight,
- Plastic Bags, re-sealable and water resistant, in multiple sizes.
- Extra batteries

NOTE: We do NOT recommend including a cell phone or radio in the kit in most cases, because they do not hold up well under long periods of disuse, and the phone number or radio call code will not be one that is familiar to personnel. Do, however, include a universal charger.

(3) **Basic Forms:** You will want to include a reasonable supply of those forms most often used in a disaster scenario.

DISASTER KIT CHECKLIST - FORMS

- Privacy Act Waivers
- Passport Applications

- Affidavit forms
- Visa applications (OF-156)
- Report of Death
- Promissory Notes
- Formatted Travel letters for U.S. citizens and LPRs (Lawful Permanent Residents of the United States)
- Form-DS-3072, Emergency Loan Application and Evacuation Documentation
- Consular Mortuary Certificates

NOTE: If your Kit will contain a laptop and printer, you may find it more efficient to store all of the forms on the computer, and print them as you need them.

(4) **Office Supplies;**

DISASTER KIT CHECKLIST - OFFICE SUPPLIES

- Notebook
- Pens/pencils
- Scotch tape
- Masking tape
- Stapler and staples
- Scissors
- Felt markers

(5) **Identifiers:** Since the kits may be used at the disaster site, or elsewhere in the field you want to include items that identify you and your responsibilities; and

DISASTER KIT CHECKLIST - IDENTIFIERS

- U.S. Flag
- Badges – Anything required in addition to usual Embassy ID – Airport Access, Curfew exemption, etc.
- Desk plates – Folding cardboard type “U.S. CONSUL,” “U.S. EMBASSY,” etc.
- Vests/ jackets and/or caps with “U.S. EMBASSY,” “U.S. CONSULAR OFFICER,” etc.

- (6) **Last-Minute Items:** There are certain things you will probably need, but cannot readily store in your pre-positioned kits.

7 FAM 1815 LAPTOPS AND PERSONAL DIGITAL ASSISTANT

(CT:CON-142; 07-26-2006)

The laptop computer has become a standard tool in the consular arsenal, in part because much of what we do requires information maintained locally or on a network. We believe that the Personal Digital Assistant (PDA), can also be a key instrument in consular crisis management, and recommend that posts consider this equipment as well as the laptop in designing its disaster action plans. Managers can seek guidance from Embassy IM (Information Management) experts, or from CA/OCS and CA/EX on the advantages and disadvantages of both. A model equipment configuration for a consular team heading to a disaster site might be one laptop (equipped with printer) for the officer who will stay at the remote base and PDA's for the other officers who will be in the field.

7 FAM 1816 THROUGH 1819 UNASSIGNED

7 FAM EXHIBIT 1814.2-1 SAMPLE RESOURCES LIST

(CT:CON-142; 07-26-2006)

Location	Telephone	Contact	Emergency Room and Burn Ward	Ambulance Service and Bed Capacity

7 FAM EXHIBIT 1814.3 SAMPLE DISASTER CHECKLIST

(CT:CON-142; 07-26-2006)

Note: No list can be all-inclusive, nor cover every conceivable crisis. This sample list should be useful in developing your own post-specific and crisis-specific checklists.

- Phone Operations Center at 202-647-1512
- Activate post telephone tree
- Convene Emergency Action Committee (EAC)
- Send a consular officer and other appropriate personnel to the scene of the accident

Identify Sources of Reliable Information

- Internal embassy/consulate sections (e.g. RSO, Military Attache, etc.)
- Internet news sources (e.g. AlertNet, Wikipedia, CNN, BBC, etc.)
- Host Government sources
- Local public services and NGOs
- Colleagues at other diplomatic missions

Establish Information Links with:

- Foreign Authorities
- Carrier or Company (If a transportation disaster)
- Hospitals, Mortuaries, funeral parlors, etc.
- Determine the status of U.S. Citizens involved

Assess the crisis:

- Capacity of local government to handle crisis
- Number of U.S. citizens involved
- Medical Assistance available
- Forensic assistance available
- Logistics issues
- Overall effect on post resources
- Number of U.S. citizens in the region affected by the disaster
- Status of local infrastructure, including transportation used in

repatriating U.S. citizens

- Need for warden messages to advise U.S. citizens on next steps
- Use of warden network to help resolve cases of missing U.S. citizens (or to encourage U.S. citizens to contact families in U.S. and advise of safety)
- Decide whether to request a Consular Flyaway Team
- Identify those victims of the emergency presumed to be U.S. citizens
- Remind all involved in such efforts that U.S. citizens are racially and ethnically diverse, and there is no one 'look' to U.S. citizens
- Secure any manifest, tour group list, etc. available

Determine parties responsible for management of:

- Security and storage of personal effects
- Baggage
- Cargo
- Recovered wreckage
- Proper handling of victim's remains
- Request increased dollar authority to provide USG loans or facilitate trusts if needed

Aid survivors with:

- Notifying next-of-kin
- Medical arrangements
- Repatriation
- Evacuation (if needed)

Assist in identification of remains, advising Department of need for assistance with the following if appropriate:

- Forensic teams
- Dental charts
- Passport application data
- Photographs
- Fingerprints (including latent)
- Family blood or buccal swab DNA samples
- Any other technique or U.S. record to identify remains of U.S. citizens or residents
- Notify NOK when identity is established

- Assist in arrangements for transfer of remains to United States;
- Keep a log and submit a brief daily situation report to CA/OCS/ACS or task force
- Meet and continue to brief NOK on site and provide periodic media updates
- Prepare appropriate consular documents in timely fashion
- Consular Mortuary Certificates
- Prepare Consular Reports of Death;
- Inventories of Personal Effects
- Letters of condolence
- Emergency Passports or Transportation Letters
- Take appropriate actions at the end of the crisis
- Re-institute regular consular services in a phased, orderly fashion
- Do a “hot wash” or lessons learned exercise, and report results to CA
- Prepare letters of appreciation or commendation as appropriate to persons outside of mission who provided assistance
- Prepare appropriate commendations or awards for staff members