



ISRAELNOW

Crisis Management Plan
2026

IsraelNow Crisis Management Manual

IsraelNow, since our inception has always had safety and security as our top priority and have put an abundance of protocols in place, such as:

- We run background checks on all staff
- We provide training on how to manage acute mental health challenges.
- Each bus staff includes a mental health clinician and each trip has at least one physician.
- We maintain a ratio of adults to teens of at least 1:6 to ensure every teen is always accounted for and supported.
- We count teens throughout the day: before we get on a bus and every time we arrive at a new location.
- We set a central meeting place at every itinerary stop in the unlikely event a teen loses sight of the group.
- Every teen is expected to always wear an IsraelNow branded hat and nametag.
- The back of every nametag includes emergency contact information in the event they get separated from the group.
- Each day, staff is given a security briefing that includes where the nearest shelters are and any other pertinent information.
- Each bus staff includes an armed security guard/medic.
- We are in touch with the Situation Room (Moked Tevas' Cheder Matzav). It is comprised of the IDF, the Israeli Police, the Education Ministry, and the Society for the Protection of Nature. They are always aware of our travel plans and will let us know if we must alter our itinerary in any way.

While we don't expect and certainly hope never to need an Emergency/Crisis Plan, we'd be remiss not to be prepared. While there are many events that can be considered a "crisis", this document is designed to prepare IsraelNow for the following situations: Red Alert sirens, security breach, medical emergency, natural disaster, evacuation and violation of code of conduct, and provides the protocols to follow.

We hope that the existence of this document and the knowledge that we have considered these emergency situations will help allay parental, community, staff and participant concerns and everyone will be able to focus on this wonderful and transformative trip.

Very Sincerely,
The INEF Team

John Lowenstein -Executive Director

Jennifer Loeb- Chief of Operations

Samuel Rodin-Chief of Education

Daniella Elyashar- Director of IsraelNow Chicago

Jacqui Tapnack- Assistant Director of Operations and Education



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Steps for responding to an emergency or crisis

Section 1: Crisis Protocols and Responses

1. Tzeva Adom: Israel's rocket attack early-warning siren system

- Upon hearing a siren, defer to Tour Educator and/or Security Guard for directions.
- Ensure all teens and staff are accounted for and **direct the group to the nearest shelter and stay there for at least 10 minutes after the last siren.**
- Follow orders from public safety authorities
- Inform the C- Team through WhatsApp and implement communication plan
- IsraelNow healthcare team will assess any participants and/or staff who require any medical/emotional support. As needed, call 101 (Magen David Adom - Israel's national emergency service) for help
- Gather the group and do a head count before exiting any shelter
- Move all teens/staff who are able to the bus/hotel/safe location and/or resume regular itinerary as allowed by Homefront Command
- No one is to communicate with anyone externally (anyone not on the trip) until instructed by a member of the C-Team so we can have consistent and thoughtful messaging that will allay fears and not cause panic.

2. Any Security Breach: Sudden event without warning in the vicinity of our group

- First priority is to get to safety
- Defer to Security Guard, Homefront Command, and Moked Teva for next steps as communicated via WhatsApp
- Do a head count-gather your teens
- Gather at central meeting point as relayed/determined via WhatsApp
- Teens who are separated should find someone with phone and call numbers on their emergency card and will be tracked via their GPS tag when applicable.
- IsraelNow healthcare team will assess any participants and/or staff who require any medical/emotional support. As needed, call 101 (Magen David Adom - Israel's national emergency service) for help.
- Inform the C- Team through WhatsApp and implement communication plan
- No one is to communicate with anyone externally (anyone not on the trip) until instructed by a member of the C-Team so we can have consistent and thoughtful messaging that will allay fears and not cause panic.
- As soon as possible, IsraelNow staff will document the incident noting time, place, people involved, what occurred, and initial response. When appropriate, staff will collect statements from those directly involved or who observed the incident.



Tzeva Adom and Any Security Breach Communication Plan:

- C-Team will communicate as quickly as possible with impacted trip staff and share updates, including:
 - Any necessary adjustments, including relocation, schedule changes, etc.
 - If/what information can be shared with others (both within and without our group)
 - Identify any next steps and coordinate response
- C-Team will update entire trip staff with relevant updates
- C-Team in collaboration with point person/community stakeholder will communicate as quickly as possible with parents of impacted teens via CampInTouch texting and messaging, and via any locally designated channels.
 - As determined by each community, Mishpacha leaders and/or point people will communicate directly with families.
 - C- Team will provide scripted language.
- Parents of non-impacted teens will receive communication from C-Team in collaboration with point person/community stakeholder as quickly as possible via CampInTouch texting and messaging, and/or via any locally designated channels to reassure them.
 - Something like: “You may have heard that there was an incident involving one or more of our buses. If your child’s bus has been impacted, you have already received more detailed communication. If you have not received that update, your teen’s schedule has not been impacted. We’ll be in touch later with more updates.”
- Once the emergency has stabilized and/or resolved, staff will communicate with all directly impacted families a second time and share relevant updates.

3. Serious Medical Emergency or Natural Disaster:

- Call 101 (Magen David Adom - Israel's national emergency service) or Moked Teva for next steps
- Follow orders from public safety authorities
- IsraelNow healthcare team will assess any participants and/or staff who require any medical/emotional support. As needed, call 101 (Magen David Adom - Israel's national emergency service) for help
- Gather the group and make sure everyone is accounted for with
- Get everyone who does not need medical attention to the bus/hotel/safe location
- Inform the C- Team through WhatsApp
- No one is to communicate with anyone externally (anyone not on the trip) until instructed by a member of the C-Team
- As soon as possible, IsraelNow staff will document the incident noting time, place, people involved, what occurred, and initial response. When appropriate, staff will collect statements from those directly involved or who observed the incident.



Serious Medical Emergency or Natural Disaster Communication Plan:

- C-Team will communicate as quickly as possible with impacted trip staff and share updates, including:
 - Any necessary adjustments, including relocation, schedule changes, etc.
 - If/what information can be shared with others (both within and without our group)
 - Identify any next steps and coordinate response
- C-Team will update entire trip staff with relevant updates
- C-Team in collaboration with point person/ community stakeholder will communicate as quickly as possible with parents of impacted teens via Phone (in case of medical emergency) and CampInTouch texting and messaging, and via any locally designated channels for natural disasters.
- In case of medical emergency, where confidentiality is required, in partnership with healthcare team and bus captains C-team will determine what communication is needed with rest of families and participants.
- Once the emergency has stabilized and/or resolved, staff will communicate with all non-directly impacted families and share relevant updates.



4. Evacuation

- In the event that IsraelNow is required to evacuate in an emergency situation we will collaborate with local organizations, the Israeli government and JFNA'S Israel Educational Travel Alliance (IETA) to protect and transport our group.
- If our group needs to evacuate, IsraelNow will reach out to IETA and follow their guidance.
- While waiting for the evacuation, we will shelter in place at a safe location as determined by the C-team in consultation with Shorashim and Moked Teva.
- C-Team will communicate as quickly as possible with families and community stakeholders.

Evacuation Communication Plan:

- C-Team will share with all staff the specific information and outcomes of this event.
- C- Team will provide scripted language to communicate with families about the event
- In the even the whole IsraelNow trip, is evacuated, IsraelNow C-Team will send initial communication. Then, as determined by each community, Mishpacha leaders and/or point people will communicate directly with families via CampInTouch texting and messaging, or via any locally designated platforms.
- Throughout the response, staff will continue to communicate with all families and share relevant updates.
- IsraelNow will make cell phones available to teens in as timely a manner as possible once an evacuation plan has been declared.

5. Violation of Code of Conduct

- Teens, families and staff all receive and sign the IsraelNow Code of Conduct upon registration. These are reviewed during orientation and training, where expectations and consequences are explained clearly and the adherence to which is sworn and signed in application.
- Any staff member or participant who notices/experiences a violation should report it promptly to their mishpacha leader, bus captain, mental health clinician or any person they feel comfortable with in a leadership role.
- Once reported, Staff should notify our designated reporters-any INEF staff.
- IsraelNow staff will address the situation immediately to ensure everyone is safe.
- Initial response will include a private discussion with the participant(s) or staff involved to clarify what happened to assess severity and if warranted, immediately remove teen/staff from group.
- Types of violations and responses include:
 - **Minor infraction** (curfew violation, minor disrespect)→ handled on-site with warnings or restorative steps.



- **Moderate infraction** (repeated rule-breaking, disruptive behavior, failure to follow instructions) → verbal warning, involvement of parents or supervisor, loss of privileges.
- **Severe infraction** (violence, drugs/alcohol, harassment, endangering self/others) → immediate removal from activity or the trip. Any teen or staff member removed from the trip will be responsible for their own travel home and related costs.(teens will need to fly with a staff person)
- IsraelNow healthcare team will assess any participants and/or staff who require any medical/emotional support. As needed, call 101 (Magen David Adom - Israel's national emergency service) for help.
- As soon as possible, IsraelNow staff will document the incident noting time, place, people involved, what occurred, and initial response. When appropriate, staff will collect statements from those directly involved or who observed the incident.

Violation of Code of Conduct Communication Plan:

- C- Team will communicate with legal counsel, relevant stakeholders of staff, and/ or families of participants involved. Based on legal advice, will decide if any additional communication is needed.
- No staff or teen is to communicate with anyone externally (anyone not on the trip) until instructed by a member of the C-Team.



Section 2: Assessment and Communication

The C-Team is responsible for all External Communication and will collaborate with relevant community stakeholders. C-team (John, Sam and Jennifer) will gather, assess and share relevant information with Shorashim in Israel and follow communication plan to notify Federations and/or families.

Step 1: Gathering Information- Determine what happened, which staff/teens are impacted, and where everyone is.

- Which teens/staff are impacted (individuals, groups, etc.)
- What is the situation that is initiating the management plan and when/where did it occur
- Know their exact location, and that they are safe/in safe place. If not in a safe place, determine closest point of safety and expected time to arrive there.
- Is anyone in the group in need of medical attention? If yes, see step 1A.
- Who is aware of the incident?
- What additional support is needed?

Step 1A: Gathering more information for anyone requiring medical attention:

- Were they treated at the scene? If yes, are they back with the group yet or not?
- Were they taken to a hospital? If so, what hospital are they in? Who accompanied them?
- What is the extent of the injuries? What is the prognosis?
- Are they conscious and capable of communication?

Step 2: Communication

- C-Team will communicate as quickly as possible with impacted trip staff and share updates, including:
 - Any necessary adjustments, including relocation, schedule changes, etc.
 - If/what information can be shared with others (both within and without our group)
 - Identify any next steps and coordinate response
- C-Team will share with all staff the specific information and outcomes of the event.
- C- Team will provide scripted language to communicate with families about the event.
- As determined by each community, Mishpacha leaders and/or point people will communicate directly with families via CampInTouch texting and messaging, or via any locally designated platforms.
- Point people will communicate as quickly as possible with parents of impacted teens via CampInTouch texting and messaging, and via any locally designated channels.
- Once the emergency has stabilized and/or resolved, staff will communicate with all families and share relevant updates as needed.
- In the event of an evacuation from Israel or a situation that necessitates our extension in Israel, teens will be given access to their cell phone to communicate directly with parents.
- Assess whether the event warrants a media response. If so, draft a press release.



Section 3: Return to Scheduled Programming

Once the crisis has been resolved, our aim is to return to scheduled programming as quickly as possible.

- Depending on the crisis, a certain level of group or individual processing and reflection may be required. In consultation with the bus clinician, TE, BC, and the C-Team, close the crisis and pivot to the next program on the itinerary.
- In the event of an ongoing situation, where returning to our itinerary isn't possible, staff will work to provide meaningful programming and distraction for the teens.
- If some people require additional processing, remove them from the group and do so on an individual basis.
- External support will be brought in if needed.



Section 4: Crisis Operation Team Roles and Responsibilities

IsraelNow Team Roles and Responsibilities	
Executive Director - John Lowenstein	<ul style="list-style-type: none"> • Oversees and determines management of the crisis by the INEF • IETA • Appoints a Crisis Manager if it's not themselves, additional division of workload • Makes final decisions, including cancelation of IsraelNow programming, in consultation with the C-Team and Board • Notifies the Board • Collaborates with CPO on media messaging (if relevant) • Provides updates of what's happening with the IsraelNow Board, Community Partner CEO's • Participates in all Executive Team discussions and decisions
Chief Operating Officer-Jennifer Loeb	<ul style="list-style-type: none"> • Acts as Crisis Manager in absence of Executive Director • Oversees the implementation of the response plan • Manages the step-by-step process and actions, ensures all proper steps are taken and in the correct order • Oversees all internal operations, including insurance, finance, and legal matters, the engagement of authorities, and relevant IsraelNow partners and stakeholders • Manages the overall execution of communications with Chief Programming Director • Notifies the relevant Director of HR and/or Community Executive Director if relevant • Manages trauma counseling and related support needed for the IsraelNow Staff, participants • Participates in all Executive Team discussions and decisions • Works with relevant Israel authorities • Works with relevant U.S. authorities



<p>Chief Programing Officer-Samuel Rodin</p>	<ul style="list-style-type: none"> • Manages the overall execution of communications with Chief Operating Officer • Manages the execution of communication and action steps with the Programming Team, Tour Operators, Tour Educators, Israel Fellows, IsraelNow Staff and participants • Oversees the development of all external statements and communications in coordination with the Executive Team • Primary point of contact for all media relations and manages media interactions • Speaks (or designates who speaks) in interviews on behalf of the organization and oversees media-facing policy • Manages communication to/from the IsraelNow Emergency WhatsApp Group with IsraelNow Staff • Manages communication with IsraelNow Partners • Works with relevant Israel authorities • Works with relevant U.S. authorities <p>Participates in all Executive Team discussions and decisions</p>
<p>Shorashim/Tour Educators</p>	<ul style="list-style-type: none"> • Works with relevant authorities in Israel to reschedule activities, change itineraries, relocate venue or lodging if needed. • Primary point of contact with Israeli law enforcement to manage the transfer of the body back to the home country. • Communicates to C-Team changes needed or made • Collaborates on crisis management plan with C-Team • Calls 100 (Police) and/or 101(Magen David Adom) if needed • Maintains flow of information to/from Shorashim • Arranges for an Israeli trauma counselor, if needed, to meet with the group in person and provide individualized support. • Provides additional staffing to assist if needed. • Responsible for making all changes to itinerary and/or lodging.
<p>Assistant Director of Operations and Programming -Jacqui Tapnack</p>	<ul style="list-style-type: none"> • Supports the CEO and COO in maintaining ongoing communication and real-time information sharing amongst the Crisis Team. • Coordinates conference calls, meetings, material distribution, etc. • Creates the emergency groups and contacts in WhatsApp before trip • Advises on the development of communications and planned execution to all external audiences (excluding donors), under direction of COO.



Point People	<ul style="list-style-type: none"> • Know who in their community (CEO?, COO? President?) needs to be informed in case of Crisis • Communicate with families and local stakeholders, in partnership with INEF C-Team and in accordance with the approved communication plan • Do NOT communicate with external people without approval from IsraelNow Chief Programming Officer (Samuel Rodin)
Bus Captains	<ul style="list-style-type: none"> • Serve as on-site manager for crisis response in absence member of C-Team, and in coordination with C-Team • Confirm that all teens and staff on their bus are accounted for and report to Chief Programming Officer (CPO-Samuel Rodin) • Do NOT communicate with external people without approval from IsraelNow Chief Programming Officer (Samuel Rodin)
Mishpacha Leaders	<ul style="list-style-type: none"> • Confirm that all teens in their Mishpacha are accounted for and report to BC • Identify any teens that may require additional support and refer to bus clinician/trip doctor. Note any major concerns to BC • Manage their mishpacha, keep teens safe and calm, and return them to regular programming as soon as possible. • Do NOT communicate with external people without approval from IsraelNow Chief Programming Officer (Samuel Rodin).
Doctors/Clinicians	<ul style="list-style-type: none"> • Calls 100 (Police) and/or 101(Magen David Adom) if needed • Tend to medical/emotional needs of teens and report issues to CPO • Manage communication and medical response with Israeli medical teams • Inform CPO before contacting parents, if possible. • Do NOT communicate with external people without approval from IsraelNow Chief Programming Officer (Samuel Rodin).
Community Contact person in USA(CEO)	<ul style="list-style-type: none"> • Available to get on call with C-team in event of emergency • Communicate to their community in event of a crisis • Stays in contact with INEF team in Israel



Appendix I:

Cell Phone Policy

IsraelNow believes that our participants should be gifted the opportunity to immerse themselves in our community and the culture of Israel without distraction from home or technology.

However, we recognize that international travel can cause significant anxiety, especially if/when emergencies or crises arise. As such, IsraelNow is updating our cell phone policy for 2026.

IsraelNow will allow participants to bring cell phones with our program under the following guidelines and restrictions:

1. Cell phones will be turned off and phones and chargers handed over to staff upon sign in to the program on departure day. Phones and chargers will be returned to the teens upon arrival back in the home community.
2. Cell phones will be made available to teens to communicate home **only** if Ben Gurion Airport closes and results in the inability to depart Israel as scheduled or we must be evacuated.
3. IsraelNow will make cell phones available to teens in as timely a manner as possible in the case of the above listed situation. After teens have connected with parents, cell phones will be collected by IsraelNow staff and continued use will be determined based on the situation on the ground and how the emergency continues to evolve and/or resolve.
4. In the event of the Evacuation Crisis Plan implementation, our first priority is always the safety of the participants and staff. Once all teens are accounted for and our emergency action plan has been activated, we will then work to provide cell phone access to teens. Please understand that this may take some time.
5. While you may not hear from your teen immediately, you will be kept informed and updated by IsraelNow staff and/or your local community representative via our communication channels.

