



CONCILIUM

**Ukraine Crisis Watch Center
After Action Report**

February 23 – April 1, 2022

Bottom Line Up Front (BLUF)

In response to the Russian invasion of Ukraine on February 22, 2022, Scott Brawner, President of Concilium, Inc. activated an organizational response that included a crisis response team deployment and activation of Concilium's Watch Center on February 23, 2022. The stated intent of the mission was to provide Concilium's tools, resources, and support (Secure, Respond, Insight, Care, and Engage) to God's people in Ukraine.

On the ground, Concilium assembled a START (Security, Triage, Assessment, and Response Team), aptly named START Ukraine. The stated mission of the START was to assess the need for Concilium's resources in the immediate region, establish contact with the U.S. Army's Task Force 82 in Rzeszow, Poland, and provide a physical needs assessment at the land border crossings in Poland, Slovakia, Hungary, Romania with Ukraine. All goals of the START Ukraine team were met. The START also provided a Critical Incident Stress Debriefing (CISD) for traumatized missionaries evacuating from Ukraine to Poland. **Throughout Concilium's Ukraine response, all services and resources were provided at NO CHARGE to Concilium's partners and beneficiaries.**

Domestically Concilium launched our Watch Center, providing analytical products to Concilium's partners and beneficiaries. This included creating secure collaboration groups for real-time information-sharing, publishing comprehensive ground-truth reports on the border-crossing conditions on the Polish side of the Poland-Ukraine border, three tactical forecasts of the situation in Ukraine along with recommendations, 4 "SNAP" calls for Concilium beneficiaries, and providing SNAP call attendees individual written responses to their questions and concerns about their personnel's safety in Ukraine and Russia. Finally, the Watch Center compiled a comprehensive, regularly updated document containing evacuation support resources in the following categories: Evacuation groups, Housing, Transportation, Medical resources, Psychological aid, Meals, and aid in promoting the U Logistics collaboration platform to help connect resource and aid suppliers with individuals and organizations in need.

Financially, Concilium created a donation portal for the Ukraine crisis on the Concilium webpage and raised over \$13,000 in donations. Concilium spent \$30,345 on travel and program logistics for the entirety of our Ukraine Response. Because Concilium receives donations to our global security and crisis fund and sets aside profits from contract services for security support and crisis response, Concilium was able to cover the overages on the Ukraine response from cash reserves without significantly impacting the 2022 budget.

Scope of Operation

In response to the Russian invasion of Ukraine on February 22, 2022, Scott Brawner, President of Concilium, Inc. activated an organizational response that included a crisis response team deployment and activation of Concilium's Watch Center on February 23, 2022. The stated intent of the mission was to provide Concilium's tools, resources, and support (Secure, Respond, Insight, Care, and Engage) to God's people in Ukraine. This was to include expatriate Gospel workers, bi-lingual Ukrainian Christians (including local Ukrainian missionaries), and non-English speaking Ukrainian Christians including:

1. **Safety Guidance.** Considering the threat environment at the time, the forecasted movement of Russian troops, and attack locations at the time (artillery, air, and ground), the Watch Center sought to answer the question of and make recommendations on whether it was safer for gospel workers to evacuate or to shelter in place.

2. **Route Planning.** For those seeking to evacuate overland, Concilium would provide assessment of major border crossings in Poland, Slovakia, Hungary, and Romania. Likewise, the Watch Center sought to ascertain alternative routes for getting to various border crossings given that the main arteries were so congested.
3. **Tactical Near-Term Forecast.** The Watch Center endeavored to forecast what the Russians would do over 72-hour timeframes, as well as over 5, 7, and 10-day timeframes. The stated intent of these forecasts was to provide guidance for organization leaders in their decision-making process for stay, go, or even re-entry to the country.
4. **Public Private Engagement.** Concilium's ground team would engage with US military units in Poland to coordinate the sharing of unclassified safety and security information with American missionaries and aid workers.
5. **Psychological first-aid training.** Concilium would make its Psychological First Aid training available to anyone in the immediate region interested in taking it.

Prior to the invasion of Ukraine, Concilium's EURASIA office had already scheduled an assessment team to travel to L'viv, Ukraine, launching from Tbilisi, Georgia. Because Scott Brawner and Hiram [REDACTED] were already scheduled to be in the region (Dubai) for another EURASIA project, they decided that shifting their focus to Ukraine was the best use of their time. They were joined by additional Concilium staff members in Poland, and activated Concilium's START-Ukraine (Security, Triage, Assessment, and Response Team-Ukraine). The stated mission of the START was to assess the need for Concilium's resources in the immediate region, establish contact with the U.S. Army's Task Force 82 in Rzeszow, Poland, and provide a physical needs assessment at the land border crossings in Poland, Slovakia, Hungary, and Romania with Ukraine. The assessment team was composed of the following members:

- Scott Brawner
- Hiram [REDACTED]
- Luis [REDACTED]
- Jake [REDACTED]
- Claus [REDACTED]

The Watch Center was manned Stateside by the following team:

- Chris [REDACTED] and Rebekah [REDACTED]

The following individuals performed a supporting role at various times throughout this iteration of the Watch Center:

- Grace [REDACTED], analyst
- Kevin [REDACTED], analyst
- Jackson [REDACTED], analyst
- Jonathan [REDACTED], analyst
- Scott [REDACTED], analyst
- Eric [REDACTED], Ukraine subject matter expert (non-Concilium staff)
- Jeff [REDACTED], Ukraine subject matter expert (non-Concilium staff)

From February 23, 2022, to April 1, 2022, Concilium performed the following tasks:

- Created a collaboration and real-time information-sharing group on the Signal messaging app

for the Evangelical Risk Management Network (RMN) and State Department OSAC Faith Based Working Group (FBOWG) members. This group grew to include members outside of the stated networks.

- Published 1 comprehensive ground-truth report on the border-crossing conditions on the Polish side of the Poland-Ukraine border.
- Published 3 tactical forecasts of the situation in Ukraine along with recommendations.
- Hosted 4 SNAP calls for Concilium beneficiaries.
- Provided SNAP call attendees individual written responses to their questions and concerns about their personnel's safety in Ukraine and Russia.
- Compiled a comprehensive document and regularly published an updated version of this document containing evacuation support resources in the following categories:
 - Evacuation groups
 - Housing
 - Transportation
 - Medical resources
 - Psychological aid
 - Meals
- Aided in promoting the U Logistics collaboration platform to help connect resource and aid suppliers with individuals and organizations in need.
- Engaged with the U.S. Army's Task Force 82, including meeting with Brigadier General Brandon R. Tegtmeier, Deputy Commanding General, 82nd Airborne Division, to create and foster public-private information sharing between the U.S. military and private sector beneficiaries.
- Attended both in person and virtually the 82nd Airborne's Community of Interest meetings
 - Captured meeting notes
 - Distributed meeting notes, meeting presentation slides, and resources provided in meeting to the Watch Center's distribution list.
- Collaborated with the 82nd Airborne by collecting NGO and other organizations' data to add to Task Force 82's Common Operating Picture and alert system.
- Conducted an incident stress debrief for a Concilium constituent's personnel after their exit from Ukraine.
- Assisted The Resilience Resource personnel get connected to housing and transportation options in Poland and connected them to the Task Force 82's briefings.
- Assessed the need and interest in Concilium's training
 - A poll was taken among stakeholders to gauge interest in taking Concilium's Psychological First Aid training.
- Created a donation portal for the Ukraine crisis on the Concilium webpage.
 - Raised over \$13,000 in donations.
 - Spent \$30,345 on travel and program logistics.
 - Because Concilium receives donations to our global security and crisis fund and sets aside profits from contract services for security support and crisis response, Concilium was able to cover the overages on the Ukraine response from cash reserves without significantly impacting the 2022 budget.
- Mobilized a START team to Poland to replace the assessment team. This team was composed of the following individuals:

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]

- Took on the Ukraine Baptist Seminary in L'viv, Ukraine as a new Respond client.
 - Assessed the seminary staff's security situation.
 - Provided guidance on evacuation planning and definition of tripwires.
 - Provided approximately 8 hours of group and one-on-one consultation.

After the initial assessment, it became evident that the members of the START Team were needed to perform their usual, full-time roles. By March 12, 2022, all members of the START Team had returned to their countries to take up their usual responsibilities. Concilium mobilized a second START team composed of the three individuals mentioned above to replace the original team. The intent of deploying the second START team was to perform the following functions:

1. Attend Task Force 82's Community of Interest (Col) meeting in person, capture notes, distribute Task Force 82's materials to our distribution list, and interact with members of the Col meeting for the purpose of information sharing among missionary community in countries bordering, and serving in, Western Ukraine.
2. Connect The Resilience Resource (TRR) missionary personnel to the housing and transportation logistics Concilium had acquired.
3. Be staged to travel to L'viv to assist Ukrainian missionaries in the development of evacuation procedures, leaving one member of the team in Poland to act as forward command and control.

Luis [REDACTED] traveled back to Poland from Georgia on March 17th to receive the START team and connect them to Task Force 82, hand over the transportation and housing logistics, and introduce the START team to the TRR team. However, as the START team was in various stages of transit, it became evident that a START team's presence was not needed in Poland due to the following reasons:

- Concilium determined that missionaries in Western Ukraine did not require an in-person consultant in L'viv to carry out evacuation planning. Concilium continued to meet and support missionaries and local Christian leaders virtually and developed comprehensive crisis management plans later implemented in April 2022.
- The Task Force 82 Community of Interest meetings had become more widely known amongst Concilium's immediate contacts. Furthermore, the Watch Center had helped to connect the US State Department Overseas Security Advisory Council (OSAC) representative in charge of publishing a daily situation report on the Ukraine Crisis with the Task Force 82 Community of Interest meetings for their direct access to the information and resources provided by them. As a result, the Watch Center's circulation of Task Force 82's briefing content was estimated to be redundant.

- Luis [REDACTED] had successfully connected TRR personnel to relevant contacts and to necessary logistics upon his arrival. Consequently, there was no further duty to assist TRR personnel.

As a result, it was decided that Concilium would conclude its operations on April 1, 2022. As part of the retrograde, the following actions were taken:

- All contacts on the distribution list were advised of the coming closure of operations
- All contacts were provided with direct access to Task Force 82's briefings should they choose to attend virtually. Additionally, the Watch Center gave the Task Force 82 point of contact (POC) its distribution list to ensure continuity of information sharing.
- Final calls were made to missionary and NGO leaders and to other entities to submit their information for Task Force 82's COP. All contacts were given the Task Force 82 POC's contact information.
- The START team was released from their duties.

The Watch Center and START concluded all operations on April 1 as planned.

Concilium Operation Impact

- Over 350 individuals on the Watch Center's distribution list received the Task Force 82 meeting notes, reports, forecasts.
- START provided needs assessments to more than 80 missionary organizations on needs at various border crossings. This information allowed organization leaders to wisely allocate resources and support based on the felt needs at border crossings.
- Approximately 140 individuals collaborated on the Watch Center's Ukraine Crisis Signal group.
- The funds raised by the fundraising effort were used to finance Watch Center operations and START team deployments.

Conclusion

Overall, Concilium's Ukraine response was smaller in scope and impact than the Afghanistan response. Many of the lessons learned from the Afghanistan response were applied, as far as the administration and management of the START and Watch Center are concerned, with the result of an improvement in the Watch Center's performance and clear assessment of when to implement and finish the deployment of Concilium personnel to a crisis zone.