

NCJRS

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ACQUISITIONS

KIDNAP/EXTORTION PREVENTION MANUAL

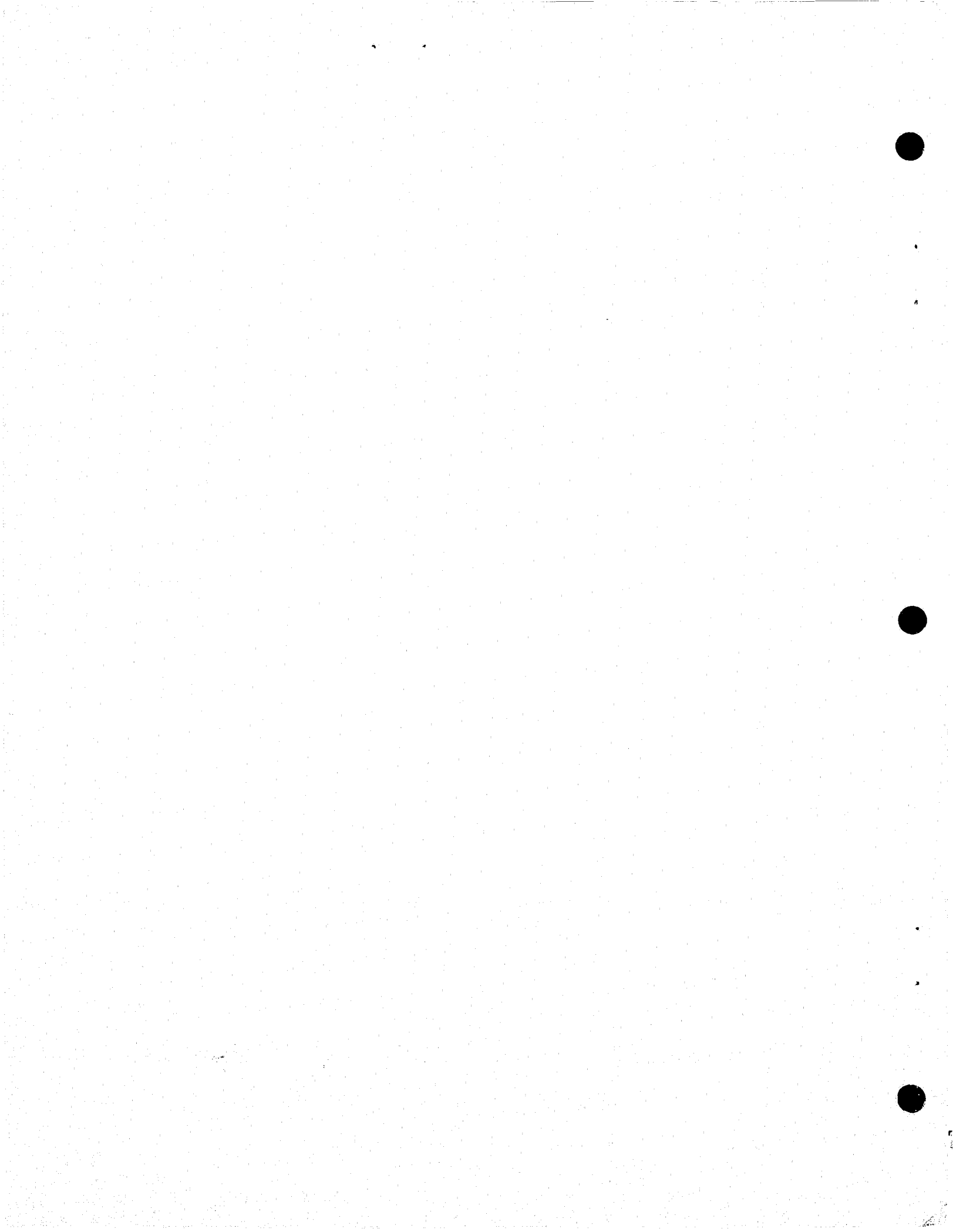


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Compiled by:

**DEPARTMENT OF STATE POLICE
CRIME PREVENTION CENTER**





P R E F A C E

The Michigan State Police Crime Prevention Center was established in 1973 as a coordinating center for crime prevention activities throughout the state. Much of the Center's efforts have been in the development of programs that attempt to reduce the opportunity for such crimes as burglary, robbery, larceny, auto theft, etc., both in-service and for other departments.

Although crimes of kidnapping and extortion are not as commonplace as those previously mentioned, several concerned public and private agencies approached the State Police for assistance in combating this problem. As a direct result of this concern, the Crime Prevention Center was given the responsibility of drafting a manual that would set forth prevention guidelines for both the employee and his/her family.

For the purposes of this manual, the following definitions are offered:

KIDNAPPING: the unlawful taking away of another person using force, persuasion; misrepresentation, false promises, or the like to serve as a hostage; to sexually assault, for ransom or reward, or with any other intent.

EXTORTION: obtaining money or other thing of value by violence, threats, or misuse of authority.

PRINCIPAL: this term will be used to identify the individual who, due to personal wealth, access to money, or employment, is a potential victim.

F O R E W O R D

In approaching the problem of "How does one minimize the potential for kidnapping or extortion," the first stumbling block is determining just who is a potential target? To simplify matters, it would be appropriate to say that just about everyone is a potential target. The reason being that we are dealing with people who are often irrational when committing their crime; therefore, their motives and techniques are not clearly defined. The variety of motives that are evident in previous cases makes the task of prevention much more difficult. However, there are general occupational categories which increase the risk of being a potential target. For example, a position which reflects wealth or access to money, as well as employment that may represent the establishment (i.e., government or big business). Another possibility is that the kidnapping may bring desired publicity for the perpetrator or the organization he represents. Addendum 1 points out the variety of backgrounds in which previous victims have come from.

Bearing in mind these unique problems, it is the intent of this manual to provide general information that will reduce the overall vulnerability of the principal and his family. The prevention techniques discussed herein are flexible in nature so that they can remain applicable to various situations.

It cannot be stressed enough that the information found within this manual is somewhat tentative and incomplete as must be any list of precautions dealing with such complex and unsettled crimes as kidnapping and extortion. What is necessary on the part of those who use this manual is individual interpretation and application of general prevention techniques. After one accepts the fact he is vulnerable, these general prevention guidelines can be streamlined to suit individual needs and problems.

One definite drawback to an effort of this nature is that it may require a change of life-style on the part of potential targets. One's vulnerability is dictated by the habits and routines developed over a period of time. It is not the purpose of this manual to provide information that will restrict one's life-style to the point of constant fear and paranoia. It is important, however, that potential victims develop a keen awareness to situations that exist in their daily routine that provide opportunity for crimes of kidnapping and extortion.

To present prevention techniques is only one aspect of a total reduction in extortion and kidnapping attempts. A second aspect is acceptance of individual risk, as well as a calculated attempt to reduce one's vulnerability, and is by far the most important of the two.

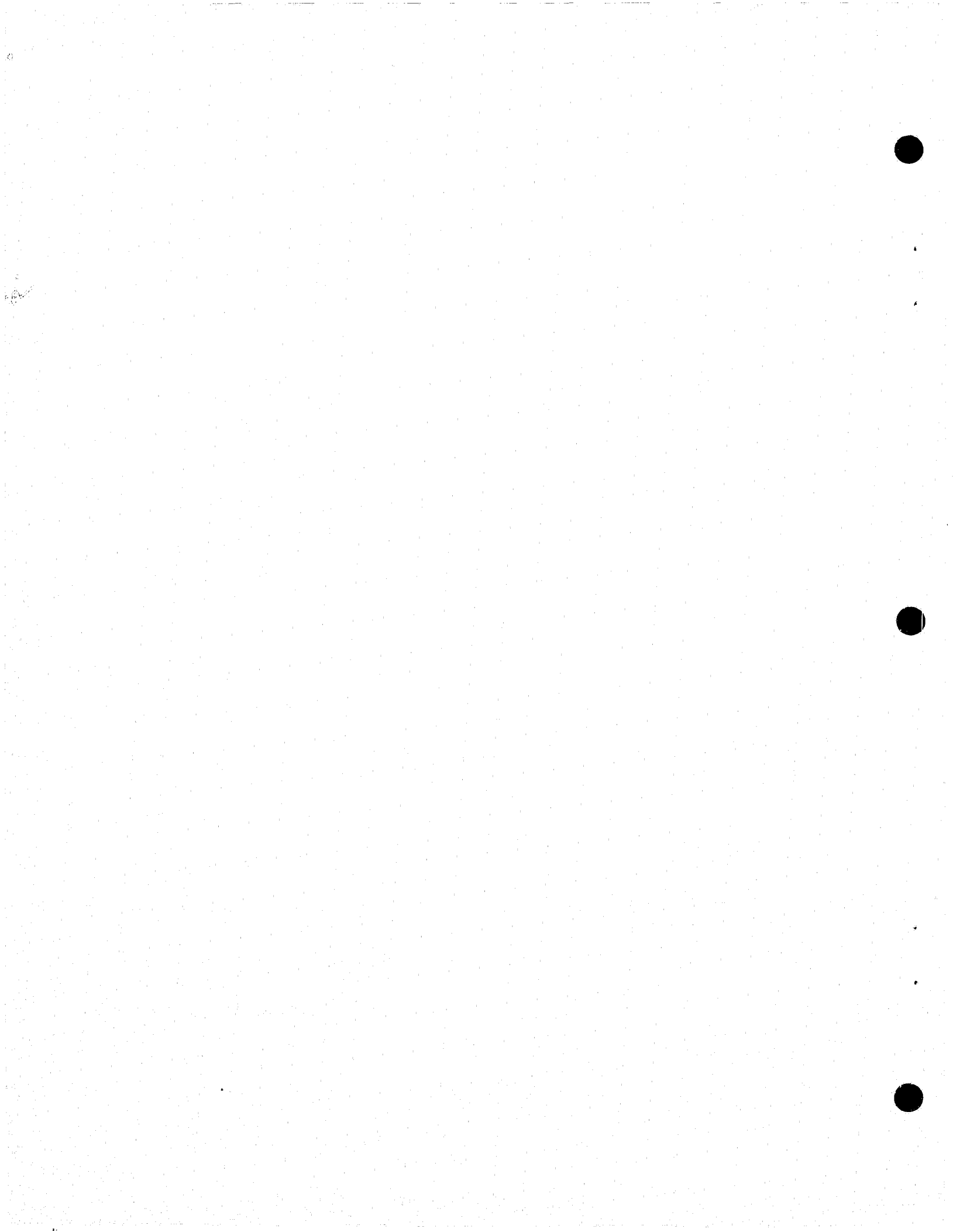
In compiling this manual, information was gathered from all segments of federal, state, and local law enforcement. Numerous private agencies were also contacted and information provided.

Sincere appreciation is extended to all those agencies who assisted in the development of this text. It is hoped that those who can benefit from this information will assist law enforcement personnel by reducing the opportunity for such crimes in their day-to-day routines.

In the final analysis, it is important to realize that a manual of this type will not in itself prevent the growth of such crimes as kidnapping and extortion. Only when those individuals who are potential victims realize their vulnerability, and subsequently initiate some positive action to reduce their vulnerability, will the problem be addressed.

T A B L E O F C O N T E N T S

Preface i
Foreword. ii
Home Security 1
Procedural Considerations 6
Principal 14
Profile 17
Bank Security 19
Addendum 1 20
Addendum 2 21
Addendum 3 22
Addendum 4 23
Addendum 5 24



H O M E S E C U R I T Y

Security of the home is of paramount importance to reduce the opportunity for kidnaping and extortion attempts. This section will deal with the various aspects of home security that must be the concern of not only the principal, but his/her family as well. It incorporates not only physical security per se, but also procedural techniques that pertain to all family members.

Floor Plan

This simply means a drawing of the home designating all entrance points: doors, windows, etc. Also, specific rooms should be designated, such as living room, bedroom, etc. The purpose of such a drawing is in case a hostage situation does develop within the home, it would provide law enforcement personnel with specific information. This floor plan should be kept in the principal's portfolio among other pertinent information. The portfolio will be explained in a subsequent section of the manual. An example floor plan is shown in addendum 2.

Physical Security

Physical security is one aspect of crime prevention that applies not only to crimes of extortion and kidnaping, but burglary as well. It is merely a critical analysis of the present security which your home provides. Many local police departments provide a residential security service in which specially trained police officers will survey your home, making appropriate recommendations to increase present security. This approach should be used if at all possible, as crimes of extortion and kidnaping may be initiated through unauthorized entry of a principal's home, and

it is well worth the time and effort to improve security. The following information will acquaint the individual home owner with general concepts. Specific security techniques should be applied on an individual basis. It should again be stressed that many police departments have trained officers that can assist in such an undertaking.

Doors

In general, a high quality exterior door offers adequate protection if it is of solid core construction (or hollow metal), about 1-3/4 inch thick, is hung on a well fitted rabbeted jamb, and is secured by a good single or double cylinder deadbolt lock. The frame may be of wood or steel, the quality of fit being as important as the material used in the frame or jamb. Heavy non-removable hinge pins should be used to secure the door, preferably three hinges for a normal size door.

Main exterior doors should be equipped with a viewer of some type for identification purposes. Solid doors provide greater security than those with glass panels as it eliminates the opportunity for breaking the glass, reaching in, and unlocking the door.

Locks

The five major categories of locks used in residences are cylindrical (key-in-knob), mortise, cylinder deadbolt, rim, and cylindrical locksets with deadbolt functions. All of these types have individual advantages and disadvantages that can be explained by a reputable locksmith or crime prevention officer.

There are two basic points that should be kept in mind reference lock types. One is that the area where the latch bolt enters the jamb should not be exposed. Secondly, the latch bolt should extend into the jamb a minimum of one inch to resist an attempt at spreading the entire frame or prying the latch from the jamb.

If a primary lock is adequate, especially if it is a key-in-knob lock, one good auxiliary lock should be added on each exterior door. A vertical rim deadbolt, lockable from the outside with a key, is the least expensive to buy and install. Contrary to what some people believe, having more than one auxiliary lock on a door adds little or nothing to security. Indeed, too many locking devices can create a fire hazard by interfering with a resident's escape in an emergency.

Windows

Windows and sliding glass doors pose more complex security problems than ordinary doors. They come in a much greater variety of styles and sizes and are designed for objectives that have little or nothing to do with security. Security techniques will vary with the type of window that is found in the residence. Double-hung windows can be pinned or equipped with keyed locks. Patio doors can be secured by restricting horizontal and vertical movement through rail locks and wood or metal bars laid in the track.

To restrict entry by breaking glass, consideration should be given to the various types of glazing or polycarbonates. This material

comes in various thicknesses and resists breakage. Another security technique is placement of grill work around the window. This technique is recommended for basement windows, but consideration should be given during installation to the ability to remove the grill work in case of fire.

Lighting

Outdoor lighting can be one of the most effective deterrents against crime. Properly used, it discourages criminal attacks, increases natural observability, and reduces fear. Its application will again depend on the individual site.

Alarms

A properly designed alarm system for the home can, for the most part, ease the paranoia which may exist. Paramount to a proper type of alarm is that law enforcement be aware of the system and what it is designed to protect and how they are to respond.

Alarm systems have a cost range from several hundred to several thousand dollars, dependent upon the sophistication and degree of protection required.

To attempt to describe an adequate alarm even for general purposes would require volumes because of the many variables involved.

The element of major importance is that any alarm system of value to the subscriber must be designed for the specific premise to be protected, and with the appreciation of the user's established movements and habits about that premise.

To accept any alarm system without a thorough survey of the premises and complete understanding of the user's needs will, without a doubt, become a bothersome liability rather than a useful asset.

It is strongly suggested that you as the consumer obtain at least two estimates from two different alarm companies, and then consult your local crime prevention unit before making any decision.

PROCEDURAL CONSIDERATIONS

Common procedures such as answering the door and phone are often the means by which extortion attempts are perpetrated. It is, therefore, imperative that all family members are knowledgeable of and trained in how to deal with attempts made using these resources. This portion of the manual will examine those procedural considerations.

Phone Use

By far, the vast majority of extortion demands are communicated by telephone because the criminal does not want to enter the facility and expose himself to the home's various security devices. That telephone call, threatening harm to a kidnapped loved one or threatening to destroy the home or place of business, can easily induce panic in the victim who receives it. Unless the victim is prepared to deal with these intimidating telephone calls, he/she will find it difficult to act rationally.

When discussing phone use, it is important not only to look at what procedures should be followed prior to such a call taking place, but also those which would be initiated if an actual call occurred. In terms of the first approach, several points should be considered. First, and most important, is never give out any information as to whereabouts of family members or position of the principal over the phone. This rule necessitates training of all family members as to what is proper procedure for answering the phone, and to make note of any caller that is asking for personal information. This is especially important in regards

to younger family members who are easily inclined to give out such information. Second is to have readily available emergency telephone numbers of the police, children's school, husband's or wife's work, etc. The rationale for this procedure is that it allows the receiver of an extortion call an immediate means of verification. Third is to have available an alternative phone source if the home phone is disconnected or dead. This requires nothing more than having a predetermined place or places to go in order to make a verification call (e.g., a neighbor's home or a public pay phone). The rationale being the same as for the second point.

After the aforementioned precautionary measures are implemented, it is necessary to plan how to respond when an actual call takes place. Five general principles should govern the handling of an extortion telephone call:

1. Remain calm, and think
2. Keep the caller talking
3. Get as much specific information as possible.
4. Write down what the caller says
5. Verification

The first of these, the need to remain calm and think, is the most difficult to follow. But if the potential victim has been made aware of these types of crimes, and if he has prepared a plan of action to follow, he/she will find it easier to remain calm when receiving the threat.

The second and third principles are closely related to each other. The longer the caller talks, the more specific information he will give. The victim should keep asking appropriate questions in order to get specific information from the caller. If the caller had in fact kidnapped someone, he can provide information to support his claim. If he is only bluffing, then he might give himself away.

The fourth principle points out that following the conversation, all pertinent information should be written down. A sample format detailing specific questions is provided in Addendum 3.

The fifth principle is one of the most crucial to establishing the validity of an extortion attempt. A necessary element to verification of an extortion call is knowledge of the whereabouts of family members at all times. This knowledge, coupled with the availability of necessary phone numbers, allows the victim to quickly verify any call. Time is an important factor in cases such as this, and a situation in which the whereabouts of a suspected kidnapped family member is unknown works only to the perpetrator's advantage.

A specific example of a previously used extortion attempt by phone will point out the need for planning on the part of the victim. The extortionist called the wife of a would-be victim pretending to be the representative of a local phone company. He instructed the wife that the company would be working on the line and that she should ignore the telephone if it rings. The extortionist

then called the husband, stated he was holding the wife hostage, and made his ransom demand. The husband called his home to verify the demand and got no answer because the wife was ignoring the ringing as she was instructed to do.

This example points out the need for verification of a somewhat different nature. Any calls that instruct family members to act in a certain way or go to a specific destination should be verified with either the utility or company, or with the individual who is asking to see them. This procedure, as well as informing family members of a change in itinerary, will better facilitate the verification of extortion attempts.

By following the aforementioned procedures, many extortion attempts can be thwarted without a payoff ever taking place. However, if verification attempts have proved unsuccessful and it is felt that the perpetrator's demands are valid, the police should be contacted immediately. They will assist you in what the next steps should be.

Answering Door

One area in which an individual can fall victim to a kidnap attempt is within the home. This, of course, exposes the perpetrator's identity, but should not be ruled out as a possible means of perpetrating the crime. To reduce the opportunity for such an attempt to occur, certain procedural steps can be taken. The first is to improve the present security of the home, which was covered in a previous section of the manual. The next step is not to

allow anyone into your home without first checking their identification or credentials, and then verifying it by phone or other means. This requires training on the part of all family members, especially younger children.

Installation of a viewer in the door allows those in the home to determine just who is asking for admittance without opening the door or creating unnecessary vulnerability. Windows can serve a similar purpose for identification.

Any suspicious activity, either in the form of individuals attempting to gain entrance into the home or individuals and vehicles loitering around the neighborhood, should immediately be reported to the police.

Daily Routines

Up to this point, the emphasis has been on prevention tips while in the home. This section will shift from the home to those areas outside in which all family members are somewhat more vulnerable. The key point to remember when traveling outside the home is to be constantly aware of one's surroundings.

Children in today's society are much more mobile than in the past. They travel longer distances to school, and their circle of friends often encompasses a somewhat larger geographical area than the immediate neighborhood. Because of this mobility, their vulnerability to possible kidnap attempts is increased. The following six points are general tips for children that, if adhered to, will considerably reduce their vulnerability.

1. Travel in groups or pairs.
2. Walk along heavily traveled streets and avoid isolated areas where possible.
3. Refuse automobile rides from strangers, and refuse to accompany strangers anywhere on foot.
4. Use city approved play areas where recreational activities are supervised by responsible adults and where police protection is readily available.
5. Never leave home without telling parents where you will be and who will accompany you.
6. Immediately report anyone who molests or annoys you to the nearest person of authority.

In reviewing prior kidnap/extortion cases, a common method used was for the perpetrator to pick up the child right at the school. Because of this type of approach, it is imperative that school officials are also aware of the opportunity for such acts taking place, as well as what they can do to reduce that opportunity. The following suggestions are offered for school authorities.

1. Whenever possible, before releasing a child to anyone except his parents during the regular school day, a teacher or administrative official should telephone one of the child's parents or guardians for approval.
2. When a parent telephones a request that a child be released early from school, the identity of the caller should be confirmed before the child is permitted to leave. If the parent is calling from his home, the school should check the request by a return telephone call, during which the child should

identify the parent's voice. In the event the telephone call is not being made from the child's residence, the caller should be asked intimate questions about the child. These questions might include the child's date of birth, the courses he is studying, names of his teachers and classmates, and similar facts which should be known to his parents. If there is any doubt, do not release the child.

3. Faculties of schools should be alert to observe suspicious persons who loiter in school buildings and on the surrounding grounds. If such persons cannot readily provide a logical explanation for their presence, the police should be notified immediately. The identity and description of all such suspicious persons should be obtained.
4. Schools as well as parents and youth agencies should take steps to make sure that adult supervision is provided in school and recreational areas.

Although specific suggestions have been offered for children, as well as school authorities, it is just as important for other family members to be acutely aware of their surroundings at all times. This includes while walking, driving the car, or using public transportation. If a situation arises where you feel you are being followed or watched, go into a gas station, store, or any safe haven and call the police. Write down as many incidentals as possible that would be of assistance to the police.

Review of past extortion/kidnap attempts shows that many times members of the victim's family were followed for days at a time to determine necessary routines.

Throughout the manual, emphasis has been placed on the need for limiting exposure of all family members by not giving out pertinent information to unauthorized persons. There are, however, two areas of exposure that have not yet been addressed. One is information leaking out through neighbors, while the other is the extent to which one's social life or daily routine is printed in the newspaper.

Reference the first point, all that is necessary is that neighbors be informed that you would appreciate if they did not give out any information as to family whereabouts or status of the principal. Also, that if such information is being solicited, to take note of the individual who is doing so, such as height, weight, clothing, make and model of vehicle, etc. This information should then be relayed to the police.

The second point is somewhat more of a problem than the first. It is not the intent of the manual to in any way limit or change the social life of one's family. However, having one's itinerary printed in the local newspaper can provide necessary information to anyone contemplating a crime of kidnap/extortion. It produces unnecessary vulnerability and puts the advantage definitely on the side of the perpetrator.

P R I N C I P A L

The most important aspect of prevention of kidnap/extortion is the attitude of the principal. If he/she projects a positive attitude, it is much easier for other family members to understand the validity of such preventive procedures and in turn implement them.

Although many of the prevention techniques already discussed apply to the principal, there are several points which are directly applicable.

1. At all times, the principal's vehicle should be locked and secured. Specific ways to secure one's vehicle are provided in Addendum 4.
2. The interior of the vehicle should be checked before entry is made.
3. Avoid, if possible, a set routine to and from work. Alternative routes should be developed with safe havens predetermined in case it is felt you are being followed.
4. While driving, do not pick up any hitchhikers. If someone looks as though they need assistance, stop at the earliest possible point and call for help.
5. Make sure that some responsible person is aware of your whereabouts at all times.
6. In general, develop a constant awareness of overall surroundings.

The role of the principal in the prevention of kidnap/extortion cannot be stressed enough. It does no good for a public or private

institution to develop a plan of action in case such a crime occurs if the principal does not do his part. Only when individual vulnerability is recognized and then followed by positive action on the part of all family members will a prevention program be successful.

Response Plan

Even though the principal is not always the kidnap victim, he usually is involved in the extortion attempt. It is, therefore, necessary that every business, regardless how small, develops a procedure for handling kidnap/extortion attempts. This should be in policy form that may be referred to immediately upon receiving a call. Codes should be developed that will allow the employee to communicate vital information to the business establishment. When a coded message system is developed, it must be so devised that when used during the telephone conversation, it will be a natural statement by the person listening to the victim. It must apply to as many kidnapping situations as possible, be as close to the truth as possible, and rely on memory only to a limited degree.

An important aspect of any response plan is that one individual be designated in charge of carrying out any extortion demands. It is also beneficial to designate an alternate in case the main individual is not available. This approach is beneficial in two ways. First, it gives this person the ability to coordinate activities, such as arranging for the pay off, notifying the proper authorities, and generally handling the situation. The second advantage is that it facilitates training of employees as to

procedures they must follow when a kidnap/extortion situation takes place. The importance of developing Liaison between a business and law enforcement agencies regarding a kidnap/extortion plan cannot be overemphasized. The individual designated in charge of such a plan should contact the appropriate law enforcement agencies to discuss the matter. This liaison would not only serve to facilitate a smoother investigation, but also would permit the law enforcement agency to explain just what information is needed for them to conduct an investigation.

P R O F I L E

Just how one discusses the threat of kidnapping and extortion with family members without causing unnecessary fear or paranoia is a delicate subject at best. However, one positive step in that direction is involving the entire family in the development of personal profiles. These profiles contain detailed information of family members that would be extremely helpful for law enforcement personnel investigating kidnap/extortion cases. They should be filed along with other aforementioned information at the principal's place of business in a secure area. The end result being a portfolio containing specific information for each employee.

A sample profile format is found in Addendum 5. The format is basically two pages with additional first pages provided for additional children or other persons living in the home. The first page is designed to contain specific individualized information, whereas the second page contains general information.

Although many of the headings found on the form are self-explanatory, some need additional explanation. These are:

1. Fingerprints on record

It is important that two sets of fingerprints be taken of each family member. One is to be sent in and the other is to remain with the file.

NOTE: The following information is provided to assist in the making of voice recordings. These recordings should be kept in the portfolio file.

2. Voice recording

A. Equipment necessary

1. new low noise, high density cassette; need not be larger than C-50.
2. inductive coil pick-up for telephone recording
3. quality tape recorder, frequency response at least 40 - 10,000 (cps)

B. How to record

1. best to record voice over the phone using the inductive coil pick-up plugged into the recorder microphone jack

C. What to record

1. speech that is used in normal conversation; i.e., position, name, address, telephone, spouse, and children's names
2. approximately three-minute conversation
3. include time and date recorded

D. Updating

1. whenever major event in life occurs
2. at least every six months
3. record additional when space allows; if no room for additional recording, use a new tape. DO NOT ERASE OR RERECORD.

E. Storage

1. room temperature
2. make sure tapes are appropriately marked

All the information found within the profile should be updated when necessary. This information would prove invaluable to law enforcement in their investigation of an actual kidnapping.

BANK SECURITY

Although the intent of this manual is to provide general information to various segments of the business community, both public and private, there is specific information available that pertains to the banking industry. Since the banking industry has had numerous kidnap/extortion situations in the past, training manuals have been developed to assist management in prevention programs. Much of the information in these manuals parallels what has already been presented, but specific details pertinent only to the banking industry are also covered.

One such publication is a chapter from the American Banker's Association Bank Protection Manual entitled "Kidnap/Hostage."

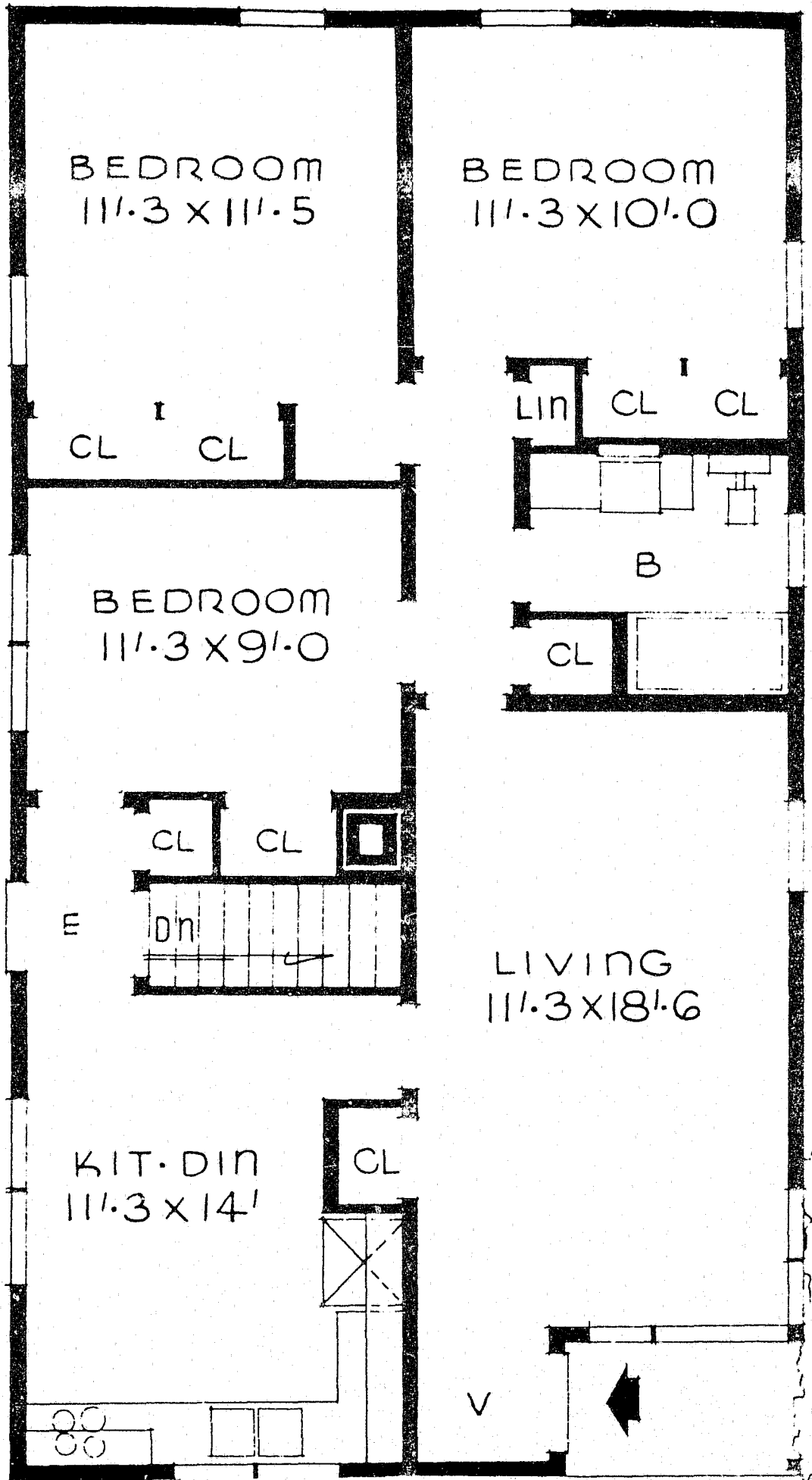
It is designed for the confidential use of ABA member banks, their officials, employees, and directors; other financial institutions; and law enforcement. Each copy of this publication is numbered to allow assignment control. The mailing address of the American Banker's Association is 1120 Connecticut Avenue "N.W.", Washington, D.C., 20036.

To maintain the confidential nature of such publications, specific preventive proceedings will not be discussed in this manual.

It is recommended, however, that banking officials obtain a copy of "Kidnap/Hostage" for their individual use.

The following list is a sampling of previous kidnapping cases that have occurred within the United States over the last two years. Specific dates and names of the victims are not provided, only the occupations of the victims and the final disposition of the case.

<u>Occupation</u>	<u>Disposition</u>
1. Wife & children of business executive	Freed
2. Son of business executive	Freed
3. Son of liquor distillery owner	Freed
4. Assistant bank manager	Killed
5. Daughter of real estate executive	Freed
6. Newspaper publisher	Freed
7. Furniture store owner	Killed
8. Daughter of newspaper publisher	Freed
9. Trucking company owner	Freed
10. Bank president and wife	Killed
11. Wife of bank branch manager	Freed
12. Bank branch manager	Freed
13. Daughter of retail store manager	Freed



WHAT TO DO

UPON RECEIPT OF A KIDNAP/EXTORTION

TELEPHONE CALL

Time Call Began.....

KEEP THE CALLER ON THE PHONE AS LONG AS POSSIBLE. ASK AS MANY QUESTIONS AS PRACTICAL. WRITE THE ANSWERS TO THE QUESTIONS WORD FOR WORD.

Remain Calm and THINK

ASK:

Who is this?

Is this a prank?

How do I know it is not a prank?

Describe my wife (or whoever)

Ask color of eyes, hair.

Ask about special characteristics such as marks or scars, wedding bands, etc.

What is (he, she) wearing?

May I talk to my wife (or whoever) to verify this call?

Is (she) all right?

What do you want?

How do you want it (money)?

Where should the money be delivered and when?

How will I recognize the person to whom I am to give the money?

Time call ended.....

Sex: Male..... Female..... Apparent Age..... Accent

Attitude: Common, Excited, Intoxicated, Angry, Vulgar

Any other characteristics:

Comments:

.....

Signature.....

VEHICLE PROTECTION

1. Hood latch should be controlled from inside the car. If hood cannot be locked, a piece of tape should be used so that surreptitious entry will be observed.
2. A walk should be made around the car before entering whenever it has been publicly parked. Look for:
 - a. Unusual evidence of entry
 - b. Cars parked near by with suspicious persons who may follow
3. If chauffeur driven car, have a prearranged signal if chauffeur is under duress. When duress signal is detected, return to building without showing alarm, and call for assistance. This plan is especially important when traveling in foreign countries.
4. Never leave keys other than ignition keys with a service station or parking garage. If spare tire is to be removed, have it removed in your presence.
5. Always drive with car doors locked.
6. Be alert for following automobiles. If detected, stop only at a place where assistance is immediately available. If a radio phone is in the car, do not hesitate to call for police assistance, giving location and heading.
7. Never leave garage doors unlocked, and always lock car even when in a locked garage.
8. Use parking lots where car can be locked.

CONFIDENTIAL

PROFILE

DATE _____

PRINCIPAL

SPOUSE

CHILD

Full name - including middle & nickname		
Physical Description - height, weight, coloring, including eyeglasses, hearing aids, etc.		
Scars or special identifying marks		
Date & place of birth		
Special medication requirements		
Fingerprints on record Yes No	Yes No	Yes No
Voice recording Yes No	Yes No	Yes No
Current photo, both front & side Yes No	Yes No	Yes No
Location, telephone numbers, and schedules of regular events, including children's schools and teacher's names		

CONFIDENTIAL

PROFILE

DATE _____

CHILD

CHILD

OTHER

Full name - including middle & nickname		
Physical Description - height, weight, coloring, including eyeglasses, hearing aids, etc.		
Scars or special identifying marks		
Date & place of birth		
Special medication requirements		
Fingerprints on record Yes No	Yes No	Yes No
Voice recording Yes No	Yes No	Yes No
Current photo, both front & side Yes No	Yes No	Yes No
Location, telephone numbers, and schedules of regular events, including children's schools and teacher's names		

Vehicles: including year, color, VIN #, License No., and description

Domestic help, regular service personnel (name, address, phone no.)

Personal Acquaintances (name, address, phone no.)

Additional Information



END