

**District XXXX
Crisis Management Plan**

Table of Contents

I.	Overview	1
II.	The District Crisis Management Team	2
III.	Emergency Involving Inbound Student	3
	A. Notice to District Crisis Management Team.	3
	B. Contact with Natural Parents	3
	C. Qualified Interpreter.	4
	D. Release of Information	4
	E. Response of District Crisis Team.....	5
	F. End of Crisis and Follow Through.....	8
IV.	Emergency Involving Outbound Student	9
	A. Notice to District Crisis Management Team.....	9
	B. Contact with Natural Parents	9
	C. Qualified Interpreter	9
	D. Release of Information	10
	E. Response of District Crisis Team.....	10
	F. End of Crisis and Follow Through.....	13

Appendices

- A. Inbound Crisis Procedure Summary
- B. Inbound Crisis Procedure Log of Contacts
- C. Sample Press Release
- D. Ten Positive Points
- E. Outbound Crisis Procedure Summary
- F. Outbound Crisis Procedure Log of Contacts
- G. RI Guidelines for Youth Exchange Emergencies
- H. Resources

District XXXX Crisis Management Plan

I. Overview

District XXXX's first priority is the safety and welfare of our students and the peace of mind of their family and friends both in their native country and here. A crisis involving the District may involve inbound students or outbound students. The crisis may involve an individual student or a group of students within a region.

Unless otherwise noted, the Chair shall lead the Crisis Management Team. All inquiries shall be directed to the Chair. Depending on seriousness of the crisis, other individuals may be named to assist in contact responsibilities. In the absence of the Chair, the Vice Chair shall lead the Crisis Management Team.

Rotary International's "Guidelines for Youth Exchange Emergencies", which are included as Appendix G, are hereby incorporated into this Crisis Management Plan.

TIMELY, ACCURATE AND CONCISE information is critical to effectively manage a crisis. Please keep this in mind when providing information.

A crisis involving a group may not necessarily involve the death of a student; a group crisis could involve a transportation accident, food poisoning, building fire, and many other possibilities. Even if there are no serious injuries or illnesses, a crisis may exist because of public perception, concerns of the inbound student's home embassy, or questions from the press. If in doubt, notify the Chair.

Crisis Management Team Members shall respond to the crisis **IMMEDIATELY** upon notification. If circumstances prohibit an immediate response by a Crisis Management Team Member, the Chair shall be notified immediately permitting these duties to be reassigned.

If the Chair will not be available via the listed contact information but is available via other means, the Chair shall provide temporary contact information to the District Crisis Management Team and the Club YEOs. If the Chair will not be reasonably available, the Chair shall notify the District Crisis Management Team and the Club YEOs that the Vice Chair is the lead person. Crisis Team Members who are not reasonably available via the listed contact information shall notify the Chair and whenever possible provide temporary contact information. The obligation to notify applies at all times and not just during a crisis.

**District XXXX
Crisis Management Plan**

II. The District Crisis Management Team

Chair

(name)

(Address)

(City,State Zip)

XXX.XXX.XXXX (H)

XXX.XXX.XXXX (W)

XXX.XXX.XXXX (C)

XXX.XXX.XXXX (F)

(email address)

Vice Chair

(name)

(Address)

(City,State Zip)

XXX.XXX.XXXX (H)

XXX.XXX.XXXX (W)

XXX.XXX.XXXX (C)

XXX.XXX.XXXX (F)

(email address)

District Youth Exchange Officer

(name)

(Address)

(City,State Zip)

XXX.XXX.XXXX (H)

XXX.XXX.XXXX (W)

XXX.XXX.XXXX (C)

XXX.XXX.XXXX (F)

(email address)

District Governor

(name)

(Address)

(City,State Zip)

XXX.XXX.XXXX (H)

XXX.XXX.XXXX (W)

XXX.XXX.XXXX (C)

XXX.XXX.XXXX (F)

(email address)

Media Representative

(name)

(Address)

(City,State Zip)

XXX.XXX.XXXX (H)

XXX.XXX.XXXX (W)

XXX.XXX.XXXX (C)

XXX.XXX.XXXX (F)

(email address)

Club YEO of Each Involved Student

Dependent upon local club(s)
involved, refer to current contact
information for Club YEOs from the
District Directory.

Crisis Counselor

(name)

(Address)

(City,State Zip)

XXX.XXX.XXXX (H)

XXX.XXX.XXXX (W)

XXX.XXX.XXXX (C)

XXX.XXX.XXXX (F)

(email address)

District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE

III. Emergency Involving Inbound Student

This guideline addresses an emergency involving an inbound student or a group of inbound students hosted by the District. The first priority is the safety and welfare of each involved student and the peace of mind of families and friends.

A. Notice to District Crisis Management Team. If there is a death, serious injury, serious illness, or other problem likely to be deemed serious by the Host District(s), a Rotarian¹ shall IMMEDIATELY contact the District Crisis Management Team Chair. If this Rotarian is not able to confirm that the Crisis Chair has received the communication, this Rotarian immediately shall contact another member of the District Crisis Management Team. Contact shall be by one or more of the following methods:

- Call to cell, home, or office phone
- Text "Rotary 911" and phone number(s) for returning the call.
- E-mail message

In the resulting communication, the Rotarian shall provide at a minimum the following:

- Name of local Rotarian to be contacted in this specific emergency and necessary contact information.
- Name of each student involved.
- Date of birth or age of each student involved.
- Name of each Host club involved.
- Home country of each student involved.
- If possible, number of overseas Sponsoring District of each student involved.
- The nature of the crisis and as much detail as possible about the crisis.
- Name and phone number of relevant officials (such as hospital, doctor, and police) where crisis occurred.
- Current location of student.

The person notifying the District Crisis Management Committee shall take no further action unless instructed to do so by the Committee.

B. Contact with Natural Parents. Contact with the natural parents shall be by the District YEO through the Sponsoring District YEO or Sponsor Club after the incident has been verified through official channels. If international police, American police, or an international police agency such as Interpol is involved, the District Crisis Team shall work with the Sponsoring District YEO and police to determine appropriate contact with the natural parents.

¹ Generally the Host Club YEO, Rotarian Counselor, District YEO, or Rotarian in charge of a multi-club or multi-student event will be the first Rotarian to become aware of the situation.

District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE

C. Qualified Interpreter. Sending and receiving accurate information in times of crisis is a challenge. These tasks are compounded when there are language and/or cultural differences. High priority should be given to identifying an interpreter who is competent in English and in the language and culture of the involved student. If the interpreter is another Inbound Student or a Rotex, there is the additional advantage that the interpreter is knowledgeable about the Rotary Youth Exchange program. The insurance company may be the source of an interpreter. Identification of appropriate interpreters should be done prior to the arrival of the inbound students.

D. Release of Information It is important to determine what information can be released. *The Media Representative shall be the only person authorized to communicate with the media regarding the incident.* Appropriate other Rotarians such as the District Governor or District Youth Exchange Officer may read or issue a prepared statement, but only after the Media Representative has approved its content. Parties interested in the incident and the type of information that each may receive are as follows:

1. **Natural Parents.** The natural parents shall receive all confirmed information regarding the incident. They will always have an interest in the nature and extent of the information that is released.
2. **Information provided to police and other authorities with jurisdiction.** The District shall cooperate fully in providing all available information to the police and other involved authorities with jurisdiction.

If international police, American police, or an international police agency such as Interpol is involved, the District Crisis Team shall work with the Sponsoring District YEO to determine appropriate restrictions regarding the distribution of information.

3. **Host Family.** In some cases, the host parents of an involved inbound student may have an interest in the nature and extent of the information that is released. To the extent appropriate, this interest should be considered.
4. **Authorized Information** means the information that the natural parents have authorized for release subject to any further restrictions imposed by the police and/or the host family. Rotarians shall release only Authorized Information. It is appropriate to simply explain that, "I am not authorized to answer that question."
5. **Internal information.** Unless there are law enforcement reasons for not doing so, all relevant information, and not just Authorized Information, should be made available to members of the District Crisis Management Team and to the representative of the team responding to the crisis in the Sponsoring District. Additionally some of this information may need to be disclosed to an insurance company.
6. **First Amendment.** The District recognizes the First Amendment right of the press to ask questions about matters of public interest. The goal of the District is to provide timely and accurately Authorized Information to the press in a manner that respects the privacy rights of students and their families and in a manner that does not make it more difficult for the authorities with jurisdiction to perform law enforcement duties.

District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE

E. Response of District Crisis Team Responsibilities of the District Crisis Management Team members are detailed below and are summarized in Appendix A.

1. **Maintenance of contact log.** All persons on the District Crisis Management Team and all individuals involved in responding to the crisis shall maintain a log of all personal contacts using the form in Appendix B.

2. **District Crisis Chair.** The District Crisis Chair shall:
 - a) Inform anyone who has provided information about the situation and anyone who asks about the situation that the District Crisis Committee has assumed responsibility for further actions regarding the crisis.
 - b) IMMEDIATELY confirm all facts of the crisis with authorities with jurisdiction, such as police, hospital, doctor, highway patrol, and coroner.
 - c) IMMEDIATELY after verification of the facts of the crisis, contact all members of the Crisis Management Team regarding the nature and status of the crisis, even if full details are not known yet.
 - d) Convene meetings of the Crisis Management Team as often as needed (daily or more frequently if appropriate).
 - e) As necessitated by the nature of the crisis, assign additional tasks to team members including the conduct of research, using the "Guidelines for Youth Exchange Emergencies" as a baseline (See Appendix G).
 - f) Keep all members of the District Crisis Management team informed and advised of the crisis status by providing them with complete information and not just Authorized Information.
 - g) Distribute the log of all contacts already made to the Crisis Management Team members.

3. **District Youth Exchange Officer.** The District Youth Exchange Officer shall:
 - a) Identify a qualified interpreter or interpreters and provide their contact information to the District Crisis Chair and the District Governor;
 - b) Contact the Youth Exchange Officer of the Sponsoring District of each involved student to:
 - Update him or her throughout the crisis; and
 - Ascertain the wishes of the natural parents regarding the release of Authorized Information to others, including the media.
 - c) IMMEDIATELY contact the following parties regarding the nature and status of the crisis, even if full details are not known yet.
 - Responsible Officer, who will IMMEDIATELY notify the Department of State; and
 - CSIET, if applicable.
 - d) WITHIN 72 HOURS, contact the following parties regarding the nature and status of the crisis:
 - Rotary International; and
 - Protection and Welfare Officer (or the equivalent) at the Embassy or Consulate for each involved student (See Appendix G)

District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE

- e) Update the following parties with Authorized Information as it becomes available:
 - Responsible Officer, who will IMMEDIATELY notify the Department of State;
 - CSIET, if applicable;
 - Rotary International;
 - Protection and Welfare Officer (or the equivalent) at the appropriate Embassy or Consulate (See Appendix G);
 - Host Rotary Club Presidents, YEOs, and counselors;
 - Host families; and
 - Inbound students.
 - f) Implement any of the District's additional appropriate procedures such as the Sexual Abuse and Awareness procedures;
 - g) Determine if any inbound students want to return to their native country and/or their natural parents want to visit the host district, and coordinate any necessary arrangements that may be required.
 - h) In the case of a student's death:
 - Work with the Sponsoring District YEO on arrangements regarding the travel of the student's parents to the host district and/or the transportation of the remains to the sponsoring district.
 - Arrange for a Rotarian to escort the remains to the sponsoring district, if necessary.
 - i) File a final report with the district and RI
4. **District Governor.** The District Governor shall:
- a) Contact the District Governor of the sponsoring district of each involved student and shall update him or her throughout the crisis, with the assistance of the interpreter, if necessary.
 - b) Receive from the Media Representative the following information:
 - Talking points based on Authorized Information, *i.e.*, information authorized by natural parents and police for release,
 - Sample press release,
 - Generic statement to be provided to the media, and
 - List of ten important points about the Rotary youth exchange program (See Appendix D).
5. **Media Representative.** The Media Representative shall be a Rotarian trained in media response. The representative shall either be a Rotarian who is experienced in youth exchange or a Rotarian who is shadowed by a Rotarian experienced in youth exchange. The Media Representative shall be the only person authorized to communicate with the media regarding the incident. The Media Representative shall:
- a) Contact the Club YEO of each involved student to:
 - Remind the local Rotary Club YEO that all media inquires shall be referred to the District Crisis Media Representative and to request that the Club YEO inform the President, Rotarian counselor, inbound student, and host families of this policy;

District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE

- Provide his or her contact information so that it can be supplied to local media as the representative of the District and
 - Request any additional available information regarding the event.
 - b) Contact the District Youth Exchange Officer to determine the wishes of the natural parents about the release of information;
 - c) Develop talking points regarding Authorized Information in conjunction with a member of the RI Public Relations Department, if necessary, and provide the talking points to members of the District Crisis Management Team, e.g., District Governor, etc.
 - d) Provide the District Governor and the local Rotary Club President with the following that are appropriate for the crisis:
 - Instructions from the natural parents and authorities with jurisdiction regarding the information that is released;
 - Sample press release (See Appendix C)
 - The following generic statement to be provided to the media:

"I may not be the most current on this situation. May I have your name and number, and our spokesperson will call you back?"
 - List of ten important points about the Rotary youth exchange program (See Appendix D).
 - e) Release only Authorized Information to the media;
 - f) Hold a daily briefing with the media that has a consistent message as long as necessary.
6. **Vice Chair.** The Vice-Chair shall:
- a) When the situation warrants, provide Authorized Information about the nature and status of the crisis and provide his or her name, phone numbers, and email to:
 - Insurance company (Student medical and/or liability insurance);
 - RI Risk Management Department (insurance@rotary.org, 847-556-2147 (fax)
 - Funeral home

This information should be provided as soon as possible and in all cases within 72 hours.
 - b) After receiving permission from the Crisis Chair, update all Club YEOs and/or Presidents not directly affected by the situation with the latest Authorized Information.
 - c) In the case of a student's death, work with the local Rotary club president, counselor, and YEO to:
 - Contact the school;
 - Contact the insurance company; and
 - Contact the funeral home to make arrangements for processing and a service;
 - Establish a fund into which contributions can be made.

District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE

7. **Crisis Counselor.** The Crisis Counselor shall work to provide counseling needed by:
- a) The Host Rotary club
 - b) Inbound Students; and
 - c) Host Families.

F. End of Crisis and Follow Through

Based on developments in the crisis, the District Crisis Chair will determine when the crisis has ended and will notify the Crisis Management Team that the crisis has ended. While the crisis may have passed, the need for additional follow through will continue into the immediate future.

Within ten days after the crisis has passed, team members shall send copies of all related documents to the District Crisis Chair so that the Chair may make appropriate arrangements to retain the documents for the period required by the District's document retention policy.

Within one month after the crisis has passed, the Crisis Management Team will gather to critique the effectiveness of the Crisis Management Plan and determine what changes are necessary.

District XXXX
Crisis Management Plan
OUTBOUND CRISIS PROCEDURE

IV. Emergency Involving Outbound Student

This guideline addresses:

- An emergency involving an Outbound student hosted by an overseas District; and
- An Outbound student or students hosted by an overseas District experiencing a regional or country crisis.

The first priority is the safety and welfare of each involved student and the peace of mind of families and friends.

A. Notice to District Crisis Management Team. If the District YEO or any other Rotarian involved in the administration of the Rotary Youth Exchange program at the District or club level is notified of a crisis involving an Outbound Student, the **District YEO or other Rotarian** shall IMMEDIATELY contact the District Crisis Management Team Chair. If this Rotarian is not able to confirm that the Crisis Chair has received the communication, this Rotarian immediately shall contact another member of the District Crisis Management Team. Contact shall be by one or more of the following methods:

- Call to cell, home, or office phone
- Text "Rotary 911" and phone number(s) for returning the call
- E-mail message

In the resulting communication, the **District YEO or other Rotarian** shall provide at a minimum the following:

- Name of each student involved.
- Date of birth or age of each student involved.
- Sponsoring District number.
- District number of each overseas Host District, host country, and host club.
- The nature of the crisis and as much detail as possible about the crisis.
- Current location of student.

The person notifying the District Crisis Management Committee shall take no further action unless instructed to do so by the Committee.

B. Contact with Natural Parents. Contact with the natural parents shall be by the District YEO and a representative of the Sponsoring Club and shall be in person whenever possible. If international police, American police, or an international police agency such as Interpol is involved, the District Crisis Team shall work with the police to determine appropriate contact with the natural parents. If it is difficult to obtain verifiable information, careful consideration shall be given to the timing of the contact.

C. Qualified Interpreter. Sending and receiving accurate information in times of crisis is a challenge. These tasks are compounded when there are language and/or cultural differences. High priority should be given to identifying an interpreter who is competent in English and in the language and culture of the involved student. If the interpreter is an Inbound Student or a Rotex, there is the additional advantage that the interpreter is knowledgeable about the Rotary Youth Exchange program. The insurance company may be the source of an interpreter. Identification of the appropriate interpreters should be done prior to the departure of the outbound students.

District XXXX
Crisis Management Plan
OUTBOUND CRISIS PROCEDURE

D. Release of Information It is important to determine what information can be released. *The Media Representative shall be the only person authorized to communicate with the media regarding the incident.* Appropriate other Rotarians such as the District Governor or District Youth Exchange Officer may read or issue a prepared statement, but only after the Media Representative has approved its content. Parties interested in the incident and the type of information that each may receive are as follows:

1. **Natural Parents.** The natural parents shall receive all confirmed information regarding the incident. They will always have an interest in the nature and extent of the information that is released.
2. **Information provided to police and other authorities with jurisdiction.** The District shall cooperate fully in providing all available information to the police and other involved authorities with jurisdiction.

If international police, American police, or an international police agency such as Interpol is involved, the District Crisis Team shall work with the Host District YEO to determine appropriate restrictions regarding the distribution of information.

3. **Authorized Information** means the information that the natural parents have authorized for release subject to any further restrictions imposed by the police. Rotarians shall release only Authorized Information. It is appropriate to simply explain that, "I am not authorized to answer that question."
4. **Internal Information.** Unless there is a law enforcement reason for not doing so, all relevant information, and not just Authorized Information, should be made available to members of the District Crisis Management Team and to the representative of the team responding to the crisis in the Host District. Additionally some of this information may need to be disclosed to an insurance company.
5. **First Amendment.** The District recognizes the First Amendment right of the press to ask questions about matters of public interest. The goal of the District is to provide timely and accurately Authorized Information to the press in a manner that respects the privacy rights of students and their families and in a manner that does not make it more difficult for the authorities with jurisdiction to perform law enforcement duties.

E. Response of District Crisis Team Responsibilities of the District Crisis Management Team members are detailed below and are summarized in Appendix E.

1. **Maintenance of contact log.** All persons on the District Crisis Management Team and all individuals involved in responding to the crisis shall maintain a log of all personal contacts using the form in Appendix F.
2. **District Crisis Chair.** The District Crisis Chair shall:
 - a) IMMEDIATELY after receiving confirmation of facts of the crisis, contact all members of the Crisis Management Team regarding the nature and status of the crisis, even if full details are not known yet. (Usually, but not always, the District Youth Exchange Officer provides the confirmation.)

District XXXX
Crisis Management Plan
OUTBOUND CRISIS PROCEDURE

- b) Convene meetings of the Crisis Management Team as often as needed (daily or more frequently if appropriate);
 - c) As necessitated by the nature of the crisis, assign additional tasks to team members including the conduct of research, using the "Guidelines for Youth Exchange Emergencies" as a baseline. (See Appendix G)
 - d) Keep all members of the District Crisis Management team informed and advised of the crisis status by providing them with complete information and not just Authorized Information.
 - e) Distribute the log of all contacts already made to the Crisis Management Team members.
- 3. District Youth Exchange Officer.** The District Youth Exchange Officer shall:
- a) Identify a qualified interpreter or interpreters and provide their contact information to the District Crisis Chair and the District Governor.
 - b) IMMEDIATELY confirm all facts of the crisis with the appropriate Rotarians in the host District such as the YEO, Rotary Counselor, District Governor, and members of the District Youth Exchange Committee.
 - c) Along with a representative of the Sponsoring Rotary club, personally notify the natural parents and ask them about their wishes regarding the release of information to others including the media.
 - d) Stay in contact with the Youth Exchange Officer of the Host District.
 - e) WITHIN 72 HOURS, contact the following parties regarding the nature and status of the crisis:
 - Rotary International; and
 - Protection and Welfare Officer (or the equivalent) at the appropriate Embassies or Consulates for each involved student (See Appendix G).
 - f) Update the following parties with Authorized Information as it becomes available:
 - Sponsor Rotary Club President, Sponsoring Club YEO, and Sponsoring club Rotarian Counselor;
 - Rotary International;
 - Protection and Welfare Officer (or the equivalent) at the appropriate Embassies and Consulates (See Appendix G); and
 - Outbound students

Information shall not be passed along to members of the Sponsoring Rotary club or Outbound Students until the District YEO, President of the Sponsoring Rotary Club, or their delegate has visited the natural parents.
 - g) In the case of a student's death:
 - Work with the Host District YEO on arrangements regarding the travel of the student's parents to the host district and/or the transportation of the remains to the district.
 - Arrange for a Rotarian to escort the remains to the district, if necessary.
 - h) File a final report with the district and RI.
- 4. District Governor.** The District Governor shall:
- a) Stay in contact with the District Governor of the Host District with the assistance of the interpreter, if necessary.
 - b) Receive from the Media Representative the following information:
 - Talking points based on Authorized Information, *i.e.*, information authorized by natural parents and police for release,

District XXXX
Crisis Management Plan
OUTBOUND CRISIS PROCEDURE

- Sample press release,
 - Generic statement to be provided to the media, and
 - List of ten important points about the Rotary youth exchange program (See Appendix D).
5. **Media Representative.** The Media Representative shall be a Rotarian trained in media response. The representative shall either be a Rotarian who is experienced in youth exchange or a Rotarian who is shadowed by a Rotarian experienced in youth exchange. The Media Representative shall be the only person authorized to communicate with the media regarding the incident. The Media Representative shall:
- a) Contact the Club YEO of each involved student to:
 - Remind the local Rotary Club YEO that all media inquires shall be referred to the District Crisis Media Representative and to request that the Club YEO inform the President and Rotarian counselors of this policy;
 - Provide his or her contact information so that it can be supplied to local media as the representative of the District; and
 - Request additional available information regarding the event;
 - b) Contact the District Youth Exchange Officer to determine the wishes of the natural parents about the release of information;
 - c) Develop talking points regarding Authorized Information in conjunction with a member of the RI Public Relations Department, if necessary, and provide the talking points to members of the District Crisis Management Team, e.g., District Governor, etc.
 - d) Provide the District Governor and the local Rotary Club President with the following that are appropriate for the crisis:
 - Instructions from the natural parents and authorities with jurisdiction regarding the information that is released.
 - Sample press release (See Appendix C)
 - The following generic statement to be provided to the media:
"I may not be the most current on this situation. May I have your name and number and our spokesperson will call you back?"
 - List of ten important points about the Rotary youth exchange program (See Appendix D).
 - e) Release only Authorized Information to the media;
 - f) Hold a daily briefing with the media that has a consistent message as long as necessary;
6. **Vice Chair.** The Vice Chair shall:
- a) When the situation warrants, provide Authorized Information about the nature and status of the crisis and provide his or her name, phone numbers, and email to:
 - Insurance company (Student medical and/or liability insurance);
 - RI Risk Management Department (insurance@rotary.org, 847-556-2147 (fax)
 - Funeral home

District XXXX
Crisis Management Plan
OUTBOUND CRISIS PROCEDURE

This information should be provided as soon as possible and in all cases within 72 hours.

- b) After receiving permission from the Crisis Chair, update all Club YEOs and/or Presidents not directly affected by the situation with the latest Authorized Information.
- c) In the case of a student's death, work with the local Rotary club president, counselor, and YEO to:
 - Contact the school
 - Contact the insurance company
 - Contact the funeral home to make arrangements for processing and a service; and
 - Establish a fund into which contributions can be made

7. **Crisis Counselor.** The Crisis Counselor shall work to provide counseling needed by:
 - a) The Sponsoring Rotary club
 - b) Outbound students, and
 - c) Natural Families.

F. End of Crisis and Follow Through

Based on developments in the crisis, the District Crisis Chair will determine when the crisis has ended and will notify the Crisis Management Team that the crisis has ended. While the crisis may have passed, the need for additional follow through will continue into the immediate future.


Within ten days after the crisis has passed, team members shall send copies of all related documents to the District Crisis Chair so that the Chair may make appropriate arrangements to retain the documents for the period required by the District's document retention policy.

Within one month after the crisis has passed, the Crisis Management Team will gather to critique the effectiveness of the Crisis Management Plan and determine what changes are necessary.


APPENDIX A
District XXXX
Crisis Management Plan
INBOUND CRISIS PROCEDURE SUMMARY

Position	Interface	Description
Chair	Crisis Management Team	Overall management of crisis
	Authorities with jurisdiction	Confirm facts of crisis
District YEO	Sponsor District YEO	Obtain natural parents wishes
	Responsible Officer, who contacts Department of State	Provide Available Information
	CSIET, if applicable	
	RI Youth Exchange	
	Embassy/Consulate	
	Host Clubs	
	Host Families	
	Inbound Students	
	Interpreters	
District Governor	Sponsor District Governor	Provide Available Information
	Interpreter	Use as needed
	Media Representative	Obtain Talking Points
Media Representative	Crisis Management Team	Provide Talking Points
	Media	Provide Available Information
	Host Club Representatives	Serve as sole media contact
Vice Chair	Insurance Company	Provide Available Information
	RI Risk Management	
	Non-hosting Clubs	
	Host schools	
	Funeral Home	Interface as needed
	Contribution Fund	Set up account as needed
Crisis Counselor	Host Rotary Club	Provide counseling as needed
	Host Families	
	Inbound Students	


Appendix B

		Rotary Youth Exchange, District XXXX				
		Inbound Crisis Procedure				
		Log of Contacts				
Person Making Report						
Last Name		First Name		Middle Name		Gender Male <input type="checkbox"/> Female <input type="checkbox"/>
Street Address		City		State	Zip	Home Phone
Work Phone	Cell Phone	Fax		E-mail		
Inbound Student						
Last Name		First Name		Middle Name		Gender Male <input type="checkbox"/> Female <input type="checkbox"/>
Sponsor District	Sponsor Country		Date of Birth/Age	Host District	Host Club	
Location of Student						
Contact Person for Crisis						
Last Name		First Name		Middle Name		Gender Male <input type="checkbox"/> Female <input type="checkbox"/>
Street Address		City		State	Zip	Home Phone
Work Phone	Cell Phone	Fax		E-mail		
General Description of Crisis						
Official Person, e.g., Police, Hospital, etc.						
Last Name		First Name		Middle Name		Gender Male <input type="checkbox"/> Female <input type="checkbox"/>
Street Address		City		State	Zip	Home Phone
Work Phone	Cell Phone	Fax		E-mail		
Contact Log						
Date		Summary of Message/Conversation				
Time						
Person Contacted						
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>					
Date		Summary of Message/Conversation				
Time						
Person Contacted						
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>					

Appendix B

		Rotary Youth Exchange, District XXXX	
		Inbound Crisis Procedure	
		Log of Contacts	
Contact Log			
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		

Appendix B

		Rotary Youth Exchange, District XXXX	
		Inbound Crisis Procedure	
		Log of Contacts	
Contact Log			
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		

APPENDIX C

SAMPLE PRESS RELEASE

Contact: Jane Jones
Tel: 000-000-0000
Cell Phone: 000-000-0000
Email: janejones@somewhere.com

FOR IMMEDIATE RELEASE

STUDENT'S NAME (phonetic spelling)

City, State (Country) Month Day, Year - Students name, "student's nickname", a [insert age] year-old from [student's sponsor district] in [student's country], is currently a Rotary Youth Exchange student in [students host district, city, state].

Write positive information about the student.

Our concern is for the student's safety and for the peace of mind for his/her family and friends both here and in his/her native country. Include a quotation, such as "As a parent of a student who has traveled extensively worldwide, I know what it's like to worry about a child who is thousands of miles away from home" says [insert the quoted person's name].

It is a mission of Rotary International to promote peace and understanding by providing humanitarian service to the world community and developing an appreciation for diverse cultures through personal contact and education. Rotary Youth Exchange provides educational opportunities to young students in a country different from their own. These students are ambassadors representing their native culture and Rotary and return with an appreciation of the host culture to share with family and friends.

Our top priority is the safety of our youth exchange students.

Worldwide, 1,200,000 dedicated Rotarians support Rotary Youth Exchange.

Host Families - Rotary students live in approved host families and become members of the family. They develop lifelong relationships, members of an extended family. Host families share their home and family with the exchange student. They do not receive financial payment for their generosity. They do gain an appreciation of other cultures in a very personal way. Multiple host families maximize the exchange experience for the student.

Orientation - We interview and select students. Acceptance is not guaranteed. We believe we accept the best candidates. Teens will be teens, and fail-safe accuracy is not 100%. Every student completes a detailed orientation program, designed to maximize the Rotary International Youth Exchange ambassador role.

Background Checks - Background checks are required for all adults in the program having direct contact with the students.

Counselors - Trained Rotary counselors in the host community of each student maintain at least monthly visits. The counselors are also in monthly contact with the host families and with the school administration as needed. Counselors resolve adjustment issues and reinforce positive experiences.

APPENDIX C

SAMPLE PRESS RELEASE

Support Network - Rotary Youth Exchange has an organized support network that works one on one with each selected student from the initial interview to the completion of the exchange. The process is the same worldwide. The support network includes:

- (1) Rotary International Committee and Staff
- (2) Multi District Network;
- (3) Rotary District Governor;
- (4) Rotary District Committee;
- (5) Rotary Club Committee;
- (6) Rotary Counselor;
- (7) Host Families; and
- (8) Dedicated Rotarians.

For more information, contact [insert name], [insert district number and person's title], at phone #, email address, or physical address.

For additional information about Rotary International, visit www.rotary.org

APPENDIX D


TEN POSITIVE POINTS

1. The safety and welfare of the students is always our primary concern.
2. 1.2 million Rotarians in 170 countries volunteer their time to provide the best supported and least expensive Youth Exchange program available, including an incredible Rotary safety net.
3. Rotary has over 8000 young people participating in Youth Exchange each year.
4. Countries interview students and train them to be youth ambassadors before students travel overseas. When students arrive in their host countries, they also attend orientation sessions.
5. Host families, Rotary Club Counselors and any other adults working with our students are interviewed and trained and have had background checks done on them.
6. Club Counselors and volunteers have regular, monthly contact with the students and their host families.
7. Rotary Youth Exchange is the only YE program providing each student with his or her own counselor from his or her hosting community.
8. Everyone involved in our program is a volunteer.
9. These students become our children. Students, host families, and counselors create life long bonds.
10. Teenagers are teenagers the world over, aren't they?


APPENDIX E
District XXXX
Crisis Management Plan
OUTBOUND CRISIS PROCEDURE SUMMARY

Position	Interface	Description
Chair	Crisis Management Team	Overall management of crisis
District YEO	Host District YEO	Confirm facts of crisis
	Sponsor Rotary Club	Obtain natural parents wishes
	RI Youth Exchange	Provide Available Information
	Embassy/Consulate	
	Sponsor Clubs	
	Outbound Students	
	Interpreters	Identify prior to departures and use as needed
District Governor	Host District Governor	Maintain Interface
	Interpreter	Use as needed
	Media Representative	Obtain Talking Points
Media Representative	Crisis Management Team	Provide Talking Points
	Media	Provide Available Information
	Sponsor Club Representatives	Serve as sole media contact
Vice Chair	Insurance Company	Provide Available Information
	RI Risk Management	
	Non-sponsoring Clubs	
	Sponsor schools	
	Funeral Home	Interface as needed
	Contribution Fund	Set up account as needed
Crisis Counselor	Sponsor Rotary Club	Provide counseling as needed
	Natural Families	
	Outbound Students	


APPENDIX F

		Rotary Youth Exchange, District XXXX				
		Outbound Crisis Procedure				
		Log of Contacts				
Person Making Report						
Last Name		First Name		Middle Name	Gender Male <input type="checkbox"/> Female <input type="checkbox"/>	
Street Address		City		State	Zip	Home Phone
Work Phone	Cell Phone	Fax		E-mail		
Outbound Student						
Last Name		First Name		Middle Name	Gender Male <input type="checkbox"/> Female <input type="checkbox"/>	
Sponsor District	Host Country		Date of Birth/Age	Host District	Host Club	
Location of Student						
General Description of Crisis						
Contact Log						
Date		Summary of Message/Conversation				
Time						
Person Contacted						
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>					
Date		Summary of Message/Conversation				
Time						
Person Contacted						
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>					
Date		Summary of Message/Conversation				
Time						
Person Contacted						
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>					

APPENDIX F

		Rotary Youth Exchange, District XXXX	
		Outbound Crisis Procedure	
		Log of Contacts	
Contact Log			
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		

APPENDIX F

		Rotary Youth Exchange, District XXXX	
		Outbound Crisis Procedure	
		Log of Contacts	
Contact Log			
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		
Date		Summary of Message/Conversation	
Time			
Person Contacted			
Means of Contact	Phone <input type="checkbox"/> Email <input type="checkbox"/>		

APPENDIX G

Guidelines for Youth Exchange Emergencies

Although they are rare, unfortunate emergency situations do occasionally arise during Youth Exchange activities. Preparation for any possibility is an essential part of a Youth Exchange program. How the exchangee's family and the media perceive that the emergency was handled will have a direct impact on the program. The following guidelines outline how to prepare in advance for a possible emergency, the individuals to contact should an emergency occur, and the steps to follow during an emergency. Each Rotary club hosting a Youth Exchange student should have a small committee to help share the work in the event of a tragedy. Suggested committee members are the host parents, the club Youth Exchange chairperson, the club counselor, and the club president.

Tips for emergency preparedness

- The club counselor should keep the student's passport and airline ticket readily available at all times. Store these items in a safe place so that they can be accessed 24 hours a day if necessary.
- The district chairperson should have copies of the airline ticket and passport should the student be traveling or in case the student's documents are not accessible through the club counselor.
- The district Youth Exchange officer should obtain consent from the student's parents or legal guardians to reissue a student's passport in the case it is lost, stolen, or inaccessible at time of departure.
- The district Youth Exchange chairperson should share with the sponsoring Youth Exchange Officer the student's itinerary and know who will meet the student at the airport upon arrival.
- The sponsoring club should outline who (e.g., club, district, student's parents, a combination of sources) will pay for the student to return to finish the exchange after being evacuated in the case of political or civil unrest.
- The Rotarian counselor and current *host family should know details regarding all of the exchangee's travel plans and should ascertain that these travel plans have been approved by the natural parents/legal guardians of the exchangee*, especially if the exchangee is traveling to another city or country during the exchange.
- The exchangee's parents should issue a written authorization letter (or powers of attorney) naming the host Rotarian counselor, host families, and another Rotarian of the host/receiving club (preferably the host club president), any of whom is to act for the parent in the event of injury or death. This is very important because most government departments and local authorities require it. Some districts have the parents/legal guardians sign a number of parental consent forms separate from the application form to ensure that each host family and counselor has a copy of the form.

The letter mentioned above should also authorize the incurring of:

- Funeral expenses (cost of claiming body, embalming, casket, compliance with legal and government fees, and transportation of casket/body, cremation cost, etc.) to be reimbursed from the insurance policy;
- Expenses of authorized persons (Rotarian counselor and/or host parent) to act on behalf of parent (transportation and hotel charges for travel to place of accident, etc.), to be reimbursed from the insurance policy.

The handling of expenses is important as not every host club can afford to incur such immediate expenses. The ability of the club or district to handle immediate costs can prevent a tragic situation from becoming worse and increasing the agony and anguish of the student's parents. The host Rotarian is committed to treat the exchangee as though he/she is his or her own child and will do everything a natural parent would do. However, if a host Rotarian has to spend a substantial amount of money for immediate needs, other Rotarians may be discouraged from becoming host parents and counselors in the future.

It is therefore recommended that either the host Rotary club or the host Rotary district establish an emergency fund to cover immediate expenses in the event of a tragedy. The insurance money received will reimburse this fund. Many hosting districts require the students to have an emergency fund to assist in the event of an emergency.

APPENDIX G

When a tragic event occurs, things need to be done quickly. Tasks should be assigned to the various members of the club/district emergency committee. The following people need to be informed immediately:

- Parents/Legal guardians. (In case of death, obtain clear instruction concerning burial, cremation or return of body. Also ask about memorial service. Consideration must be given to the religion of the deceased.)
- Host family, club counselor, and district Youth Exchange chairpersons.
- Host district governor and the governor of the sponsoring district.
- Host Rotary club, for assistance and guidance.*
- Insurance company (and remember to follow up).
- Funeral home, if necessary
- Embassy Officer, to obtain his/her advice.

Procedures to follow when the death of an exchangee occurs:

- Ascertain that the deceased is the exchangee.
- Contact all of the above individuals.
- Check with local police for local regulations and obtain a copy of the police report. Reclaim the deceased's possessions, especially the passport.
- Check with the local hospital and mortuary for the claiming of the body and regarding an autopsy. Obtain the death certificate.
- Contact a local undertaker and embalmer. Ensure that the embalmer possesses an internationally recognized practice license so that the embalmed body may cross national borders. (This is to prevent the spread of disease.) Obtain the embalmer's certificate. Order a suitable casket and arrange transportation to exchangee's home country, or arrange for burial or cremation, according to the parents' wishes.
- Obtain the "sealing certificate." For the casket to cross national borders, the inside must be metal-lined and sealed.
- Sealing must be officially witnessed, to prevent smuggling. In order for a sealed casket to leave the country, an export permit is required. For the sealed casket to enter the exchangee's home country, an import permit is required. An established undertaker should be able to deal with these matters. The embassy can assist in obtaining the two permits.
- Appoint a reputable air-transport agent to airlift the casket to the exchangee's home country. This is to ensure that all connecting flights are correctly scheduled without risk of the casket being accidentally off-loaded at an intermediate airport. The arrival flight details should be correctly passed to the deceased's parents so that they can make arrangements to receive the casket. Give copies of the death certificate, embalming certificate, casket sealing certificate, import and export permits, and passport to the transport company and must accompany the casket on the airplane.
- Hold a memorial service for the exchangee.

Remember to write a complete report to your district governor. Send copies to Rotary International and to the exchangee's home district and Rotary club.

** If accident occurs away from the host area, you may want to contact a local Rotary club for assistance and guidance.*

APPENDIX H

News sources

<http://news.bbc.co.uk/hi/english/world/default.stm> BBC

<http://www.nytimes.com/> New York Times

<http://www.cnn.com> CNN

<http://www.worldpress.com/> World Press

U.S. Government Sources

<http://www.state.gov/> U.S. State Department

http://www.travel.state.gov/travel/tips/emergencies/emergencies_1212.html Emergency Assistance to American Citizens Abroad

<http://www.usembassy.gov/> Links to US embassies and consulates.

<http://www.senate.gov/> U.S. Senate home page

<http://www.house.gov/> U.S. House of Representatives home page

<http://www.cdc.gov/> U.S. Centers for Disease Control

<http://www.fema.gov/> U.S. Federal Emergency Management Agency

<http://www.ins.usdoj.gov/graphics/index.htm> US Immigration and Naturalization Service

Rotary Sources

<http://www.rotary.org> Rotary International home page

Other Sources

<http://www.escapeartist.com/embassy1/embassy1.htm> Foreign Embassies in Washington, D.C.

<http://www.un.org/> United Nations