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6.01 Crisis Management Procedures

A crisis involving Youth Exchange may involve international students hosted in D5020 (Inbound Students), or D5020 students hosted in overseas Districts (Outbound Students). The crisis may involve an individual student or a group of students within a region.

District 5080 RYE Crisis Management Team

The following people comprise the crisis management team for D5080:

- D5080 RYE Crisis Management Officer (CMO) – The D5080 RYE Crisis Management Officer is the Youth Protection Officer of the country the incident occurred.
- D5080 RYE Chair
- D5080 District Governor. IF DG unable to be involved, they will assign someone from the DG line.
- D5080 Health Service Officer
- Other volunteers, as assigned

In the absence of the CMO, the D5080 RYE Chair shall be responsible for leading the Crisis Management Team. In the absence of both then a team member will be appointed in charge.

Unless otherwise noted, the CMO will be the point person for contact during the course of the crisis. All inquiries shall be directed to the CMO. Depending on the seriousness of the crisis, other individuals may be named to assist.

Procedures proposed in this Crisis Management Plan incorporate Rotary International's "Guidelines for Youth Exchange Emergencies", and are included in the section, [Guidelines for RYE Emergencies from RI](#).

All persons should recognize and appreciate that timely, accurate and concise information is critical to effectively manage a crisis. Please keep this in mind when providing information relating to the crisis.

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 the crisis may exist because of public perception, especially when involving the Inbound student's home embassy and the press. If in doubt, notify the CMO and the D5080 RYE Chair.

District Crisis Management Team Members are expected to respond to the crisis immediately upon notification. If circumstances prohibit an immediate response, the CMO shall be notified immediately permitting these duties to be reassigned to other individuals.

If the CMO will not be accessible via the listed contact information, he will provide temporary contact information to the District Crisis Management Team, District RYE Chair or Secretary. In the event the CMO will be inaccessible, the RYE Chair will become the contact person and leader of the District Crisis Management Team. In the event that neither the CMO nor Chair are available then a team member will be appointed.

District Crisis Team Members will endeavor to remain accessible in the event of an emergency. If members will be away and not accessible (checking phone messages and email), they will notify the CMO of their absence and/or appoint a temporary replacement.

Initial Response

Following these tips to ensure a measured and effective approach to handling a crisis situation.

Safety First. Take action to protect the student, family or whoever needs protecting. You may need to call an ambulance, fire department, and police or remove the student from a home or situation when in danger.

Take a Few Minutes. Once the initial situation is stabilized, take a few minutes to make a plan of action. Think about what you need to do BEFORE doing something without a plan. Follow the steps with this document.

Doing something without a plan may later cause you problems. You may need to activate your Club Crisis Management Team. MAKE NOTES of the time, date, and student involved and regarding what happened. In your notes answer the questions of who, what, where, when, how etc. The few minutes you take now will help everyone from this point forward. Call for help from the CMO to assist you in your plan.

Contact the District RYE Crisis Management Officer (CMO) or a member of the District Youth Exchange Crisis Management Team if you cannot contact the CMO for assistance. Provide details of the incident. The CMO now takes over management of the crisis. More people will need to be notified and more action will need to be taken. The CMO will assist the Club with advice of what needs to be done next and who will be doing these tasks. By conducting things in this fashion there will be an organized approach and this should eliminate duplication and confusion.

Do not speak to the media other than to advise them that an incident has occurred and is under investigation. Provide the media the name and contact information of the CMO or

whoever is handling the crisis from the District Crisis Management Team. Advise the person handling the crisis from the District Team of how to contact the media person making the inquiry. They will be contacted back. It is imperative that there be only ONE person talking to the media. The CMO or DG will be the media person or will appoint someone to the task.

The Club needs to work with the District Crisis Management Team to make sure that payment for expenses incurred are paid up front. We do not want a tragic situation to become worse and cause further anguish to the student's family over financing what needs to be done in a crisis. The matters need to be taken care of and sorting out of payments will be done later by the insurance company and parents etc. The CMO should approve the expenses to be incurred. The District RYE Committee will back the Club providing the CMO is involved in the decision to incur the expense.

Level 1 (Minor Injury/Accident) -- Initial Response

The emergency (or perceived emergency) does not currently present a significant health or safety risk and does not appear to require medical intervention and involves only one or two people. If more than two people are affected by a minor injury/accident, follow the response protocol for Level II.

1. Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident
2. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed
3. Continue to monitor the affected person(s) and contact emergency medical assistance if necessary (escalate to Level II)
4. Contact the parent/guardian within 24 hours of the injury/accident
5. Report the injury/accident to the CMO and District Youth Protection Officer and Rotary International within 72 hours of the injury/accident

Level 2 (Serious Injury/Accident) -- Initial Response

The emergency (or perceived emergency) may present a significant health or safety risk and requires medical intervention for one or more person or more than two people are affected by a minor injury/accident

1. Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident
2. Immediately contact emergency medical services

3. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed
4. Ensure that other youth program participants are being supervised while attending to the needs of the injured person(s)
5. As soon as emergency medical services arrive, contact the parent/guardian, CMO, and District Youth Protection Officer
6. If the person(s) are required to be transported to a hospital or emergency medical facility, designate an adult volunteer to accompany them and other adult volunteers to supervise remaining youth program participants
7. Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s)
8. Determine if there will or may be any media coverage and activate your media crisis response protocols
9. Report the injury/accident to the District Youth Protection Officer and Rotary International within 72 hours of the injury/accident

Level 3 (Critical Injury/Accident) -- Initial Response

The emergency (or perceived emergency) presents a significant or critical health or safety risk and requires immediate medical intervention or life-saving procedure.

1. Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident
2. Immediately contact emergency medical services
3. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed
4. Ensure that other youth program participants are being supervised while attending to the needs of the injured person(s)
5. As soon emergency medical services arrive, contact the parent/guardian and District Youth Protection Officer
6. Designate an adult volunteer to accompany the person(s) to a hospital or emergency medical facility and designate other adult volunteers to supervise remaining youth program participants
7. Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s)
8. Determine if there will or may be any media coverage and activate your media crisis response protocols
9. Report the injury/accident to the CMO, District Youth Protection Officer, and Rotary

International within 72 hours of the injury/accident

Level 1 Physical Health Emergency Initial Response – Monitor

The emergency (or perceived emergency) does not currently directly impact students or volunteers, and is perceived to be a contained/isolated situation

1. Distribute or communicate information to volunteers, students and their parents, and RI related to how the emergency is impacting/has impacted nearby cities, countries, etc., to create awareness and educate stakeholders on how to protect themselves, and to assure them that the situation is being monitored by your crisis management team.
2. Continue to monitor developments, including any alerts and updates issued by federal, state and local government agencies for further guidance.

Level 2 Physical Health Emergency Initial Response – Plan

The situation does not yet directly impact students or volunteers but has developed or progressed/spread to other areas and is no longer isolated or contained

1. Activate crisis team to monitor developments, prepare for and plan for next level of severity
2. Prepare formal communication to individuals who express concerns about the developments, as well as a proactive, informational communication to all stakeholders (volunteers, students and parents)
3. Identify the criteria that would require activities, such as in-person gatherings or travel to be postponed or cancelled
4. Identify the criteria that would require program participants to self-isolate, quarantine, seek medical treatment, or be repatriated
5. Develop a specific plan based on the criteria identified should the emergency spread to or directly impact your region, including students and volunteers, and communicate this plan to all. The plan should include specific dates that actions will be taken if the situation does not improve or worsens
6. Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s) and to access any resources the carrier may have available

Level 3 - Physical Health Emergency Initial Response – Act

The emergency directly affects your district/region, students and volunteers

1. Implement actions steps identify in Level II to prevent risk to students or volunteers (e.g. cancelling activities, events, or travel)
2. Communicate emergency and contingency procedures to students, volunteers and parents
3. Communicate emergency and contingency procedures to all relevant local, national, or international government or health agencies as necessary to coordinate repatriation or safe travel
4. Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s) and to access any resources the carrier may have available
5. Issue refunds or notice of cancellation for all pre-paid or registered events, trips, or other program-related costs
6. Notify RI within 72 hours of any emergency medical treatment, hospitalization, or repatriation of program participants related to a heal emergency
7. Continue to monitor and adapt procedures as situation develops

Crisis Communication for Youth Exchange

Once the initial response steps are underway, make sure crisis communication steps within this section are followed.

Crisis Procedure - Single Student in D5080

This guideline addresses an emergency involving an individual student or a group of the District's inbound students (or outbound / rebound students).

In the event of death, serious injury, serious illness, or other problem deemed serious by the Host Club, the Host Club YEO shall contact the District RYE CMO immediately and provide the following detail as a minimum:

1. Name of local Rotarian to be contacted in this specific emergency and necessary contact information.
2. Host Club name.

3. Name of student or students involved.
4. Home country of student or students involved.
5. If possible, Sponsor District Number (overseas).
6. As much detail as possible involving the crisis.

The CMO will:

1. Immediately contact all members of the District Crisis Management Team and pass on the crisis information.
2. As necessitated by the nature of the crisis, request team members to contact or research information relative to the crisis, using the "[Guidelines for Youth Exchange Emergencies](#)" as a baseline.
3. Continue to keep all members of the District Crisis Management team informed and advised of the crisis status.
4. Notify the respective Embassy/Consulate for the student and their Sponsor District overseas counterpart.

Upon notification of the crisis:

1. The CMO or designate shall be responsible for contacting and advising Rotary International of crisis nature and status. The CMO or designate shall be responsible for keeping Rotary International updated throughout the course of the crisis.
2. The CMO or designate shall notify all other members of the D5020 Youth Exchange Committee not affected by the crisis and keep them updated throughout the crisis.
3. The CMO or designate will be responsible for notifying the District Governor and for keeping him/her updated throughout the crisis.

Crisis Procedure - Multiple Students in D5080

This guideline addresses an emergency involving a group of Inbound students from one or more Districts (or outbound / rebound students).

In the event of a serious event involving multiple Inbound students, the Rotarian in charge of the event shall contact the D5080 RYE Crisis Management Officer immediately and provide the following detail as a minimum:

1. Name of local Rotarian to be contacted regarding this specific emergency and necessary contact information.
2. Clubs involved in the event.

3. Name of students involved.
4. Home countries of students involved.
5. If possible, Sponsor District Numbers (overseas).
6. As much detail as possible involving the crisis.

The CMO will:

1. Immediately contact all members of the District Crisis Management Team and pass along the crisis information.
2. As necessitated by the nature of the crisis, request team members to contact or research information relative to the crisis, using the "[Guidelines for Youth Exchange Emergencies](#)" as a baseline.
3. Continue to keep all members of the District Crisis Management team informed and advised of the crisis status.
4. The CMO shall notify the respective Embassy/Consulate for the students and their Sponsor District overseas counterparts.

Upon notification of the crisis:

1. The CMO or designate shall be responsible for contacting and advising Rotary International of crisis nature and status. The CMO or designate shall be responsible for keeping Rotary International updated throughout the course of the crisis.
2. The CMO or designate shall notify all other members of the D5020 Youth Exchange Committee not affected by the crisis and keep them updated throughout the crisis.
3. The CMO or designate will be responsible for notifying the District Governor and for keeping him/her updated throughout the crisis.

Outbound Crisis Procedure - Single Student Overseas

This guideline addresses an emergency involving a D5080 student hosted by an overseas District.

In the event that the D5080 Youth Exchange Committee is notified of the death, serious injury, serious illness, or other problem involving a D5080 Outbound Student, the person who receives the information shall contact the CMO immediately and provide the following details as a minimum:

1. Name student involved.
2. Sponsor Rotary Club.

3. Host District number (overseas).
4. The nature of the crisis and as much detail as possible involving the crisis.

The CMO will:

1. Immediately contact all members of the District Crisis Management Team and pass along the crisis information.
2. As necessitated by the nature of the crisis, request team members to contact or research information relative to the crisis, using the "[Guidelines for Youth Exchange Emergencies](#)" as a baseline.
3. Continue to keep all members of the District Crisis Management team informed and advised of the crisis status.
4. Will continue to keep in contact with the Responsible Officer for the region where the crisis is occurring and work through the Responsible Officer to resolve the crisis.
5. The CMO shall contact the U.S. or Canadian Embassy/Consulate in the host country for the student and their Host District overseas counterpart.

Upon notification of the crisis:

1. The CMO or designate shall be responsible for contacting and advising Rotary International of the crisis nature and status. The CMO or designate shall be responsible for keeping Rotary International updated throughout the course of the crisis.
2. The CMO or designate shall notify all RYE Committee Members not affected by the crisis and keep them updated throughout the crisis.
3. The CMO or designate will be responsible for notifying the District Governor and for keeping him/her updated throughout the crisis.

Outbound Crisis Procedure - Region or Country Crisis

This guideline addresses an emergency involving a D5080 student hosted by an overseas District experiencing a regional or country crisis.

In the event a crisis develops in an overseas region or country where a D5080 student is hosted the Outbound Chair responsible for the country shall contact the CMO immediately and provide the following details as a minimum:

1. The name of the student(s) who are there.
2. Host District(s) involved.
3. Host District number(s).
4. The nature of the crisis and as much detail as possible involving the crisis.

The CMO will:

1. Immediately contact all members of the District Crisis Management Team and pass along the crisis information.
2. As necessitated by the nature of the crisis, request team members to contact or research information relative to the crisis, using the "[Guidelines for Youth Exchange Emergencies](#)" as a baseline.
3. Continue to keep all members of the District Crisis Management team informed and advised of the crisis status.
4. Will continue to keep in contact with the Responsible Officer for the region where the crisis is occurring and work through the Responsible Officer to resolve the crisis.
5. The CMO shall contact the U.S. or Canadian Embassy/Consulate in the host country for the student and their Host District overseas counterpart.

Upon notification of the crisis:

1. The CMO or designate shall be responsible for contacting and advising Rotary International of crisis nature and status.
2. The CMO or designate shall notify all D5080 RYE Committee Members not affected by the crisis and keep them updated throughout the crisis.
3. The CMO or designate will be responsible for notifying the District Governor and for keeping him/her updated throughout the crisis.

Task Assignment by the D5080 RYE CMO

When a tragic event occurs, things need to be done quickly. To avoid duplication and confusion the CMO will ask for assistance from the Club, the District Crisis Management Team and anyone else needed to accomplish the needed tasks. The District Team and the Club Team will work together to come up with solutions.

Speaking to the Media. The CMO or designate will be the spokesperson for the media. Please refer the media to the CMO or designate and inform the CMO or designate of the media inquiry with contact information.

Notifying Affected People. The following people need to be informed and the CMO will ask for assistance as needed to inform everyone:

- Natural Parents/Legal Guardians (In case of death, obtain clear instructions concerning burial, cremation or return of the body. Also ask about memorial service. Consideration must be given to the religion of the deceased.)
- Host family, club counselor, and District Youth Exchange Chair.
- Host District Governor and the Governor of the sponsoring district
- Host Rotary club, for assistance and guidance (if the accident occurs away from the host area, you might want to contact a local Rotary club for assistance and guidance)
- Insurance company (remember to follow up)
- Embassy Officer – to obtain his/her advice

Reporting. The CMO with the help of the Club Crisis Management Team and the District Crisis Management Team will write a report of the incident for submission to the District Governor.

Post-crisis Review

Based on developments in the crisis, the CMO will determine when the crisis has ended and will notify the District 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 one month after the crisis has passed, the District Crisis Management Team along with the Club Crisis Management Team if needed and others if needed will conference to critique the effectiveness of the District Crisis Management Plan and determine what went well and how improvements could be made for future crises. These proposed changes will be presented to the D5080 RYE Committee at their next regularly scheduled meeting.

Host Club Preparedness

Clubs should form a Crisis Management Committee. You should identify people now that may be on your Crisis Management Committee should the need arise. Each Committee Member should be given a printed copy of the District Manual section on Crisis Management and all should be aware of the District Policies on Crisis Management. You may add persons on your Committee as the need arises (for example you may want the current host family as part of your Committee but will only assign them if an incident occurs and the family will be different depending on where the student is staying at the time). Suggested Club Crisis Management Team members are as follows: Club YEO in charge of designate, Club YE Committee, Club Counselor, Club President, and Host Parents. Some or all of the above may be appropriate for your Committee.

Although they are rare, unfortunate situations do occasionally arise during Youth Exchange activities. Preparation for any possibility is an essential part of a Youth Exchange program. How

the exchange student's family and the media perceive that emergency was handled will have a direct impact on the program.

Guidelines for RYE Emergencies from RI

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 student'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

- If agreed to by the student, the club counselor should keep the student's passport readily available at all times. Store it in a safe place so that they can be accessed 24 hours a day if necessary.
- The YEAH system should have a copy of the passport and the airline ticket locator 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 student's travel plans and should ascertain that these travel plans have been approved by the natural parents/legal guardians of the student, especially if the student is traveling to another city or country during the exchange.

- The student'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 student as though he/she is his or her own child and will do everything a natural parent would do.
- 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 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.
 - 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 the 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).

- Embassy Officer, to obtain his/her advice.
- Procedures to follow when the death of an student occurs:
 - Ascertain that the deceased is the exchange student.
 - Contact all of the individuals listed in the previous paragraph.
 - 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 the student'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 student'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 student'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 student. Remember to write a complete report to your district governor. Send copies to Rotary International and to the student's home district and Rotary club.

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

Crisis Resolution and Debrief

De-escalating a Crisis and Declaring a Crisis Resolved

The District Governor, in collaboration with the CMO, shall be responsible for de-escalating a crisis (moving a crisis from a higher level to a lower level) and declaring a crisis resolved according to the following:

- Deescalating a crisis: a crisis level will be moved from a higher level to a lower level, when appropriate, when the all steps in the response protocols have been followed, but there is still a need to maintain a level of crisis awareness or response, and that response is more appropriate to the protocols described by a lower level. The District Governor will communicate with the Core CMT in the event of a de-escalation of a crisis and activate the notification protocols as necessary.
- Declaring a crisis resolved: a crisis will be deemed resolved when all steps in the response protocols have been followed, there is no immediate risk to young people and volunteers, and there is no need to maintain a level of crisis awareness or response. The District Governor will communicate with the Core CMT in the event of a resolution of a crisis and activate the notification protocols as necessary.

Debriefing

Immediately following a resolved crisis, a crisis simulation, or a narrowly avoided crisis, the Core CMT shall conduct a debriefing. Members of the Additional CMT may also be included, as necessary. The purpose of the debriefing is to ensure the response protocols were followed, if there are any action steps needed as a result of a crisis resolution, including, but not limited to, making updates to the crisis management plan and conducting emergency training. A copy of the debriefing questionnaire (Appendix B) shall be included with any formal records and the district governor shall be responsible for ensuring that any actions recommended as a result of the debriefing are implemented.

Updating the Crisis Management Plan and Emergency Training

It is important to review the crisis management plan regularly. The plan shall be updated as follows: Annually prior to the start of the new Rotary year, by July 1st. Following any changes to leadership or other youth protection policies. As a result of recommendations from a debriefing following a resolved crisis, a crisis simulation, or a narrowly avoided crisis.

Emergency (unscheduled) trainings shall be conducted as follows:

- Immediately following a resolved crisis when the results of a debriefing reveal a need to do so.

- If a crisis or emergency that involves young people is narrowly avoided, especially when the results of a debriefing reveal that youth protection policies or response protocols were not followed.

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