

Rotary



District 6970 Crisis Management Plan for Youth-Related Programs

I. PURPOSE

The health, safety and security of our volunteers and Rotary youth program participants (Rotary Youth Exchange (RYE), Rotary Youth Leadership Awards (RYLA), Interact, and their related programs such as EarlyAct and Middle Act in elementary and middle schools) is our highest priority. This document serves as an important procedural resource to assist in responding effectively to a crisis in order to minimize risk and help ensure the safety of all, to the greatest extent possible.

Tragedy and crisis can strike at any time. Many types of events could produce a situation requiring coordinated, appropriate, and immediate attention of District, Club and Rotary Youth program leadership. Examples of such events include a traffic accident, a violent crime, a shooting at an event, a national health crisis, a natural disaster such as a hurricane or flood, or an event caused by an action or inaction of a Rotarian or non-Rotarian.

When such an event occurs, it is important to have an established plan that can be followed to ensure that the matter is handled with the utmost care. Key objectives include, but are not limited to:

- Ensuring that those involved in the incident are kept safe,
- Communicating with those who need to know quickly and professionally,
- Taking other action swiftly and professionally when needed.

Additionally, in our current information age, written and video content can be transmitted in a matter of seconds, which makes it important that if a crisis occurs, our Rotary District responds with a clear, honest, and timely message to everyone involved in the program.

II. PREPARATION

A “crisis” for the purpose of this plan is an unanticipated, unusual event or occurrence that results in, or is likely to result in, physical or psychological harm, serious injury, or death to a participant

involved in Rotary functions and activities with RYLA students, Interactors, and Rotary Youth Exchange students. These events include, but are not limited to:

- injuries such as traffic or household accidents,
- local, national, or international physical health crises
- accidental or intentional mass casualty events,
- natural disasters such as fire, hurricane, tornado, and flood, and
- death.

The Crisis Management Plan should be shared with District leaders, District Chairs and Committee members, Rotary Club Presidents, Rotary Club members in leadership positions, and Club chairs of youth programs. The plan should be available to all Rotarians on the District website.

Rotary Youth Exchange student and adult participants, including Northeast Florida Rotex Club (NFR), should receive crisis training as a part of the orientation process. RYLA participants should receive information prior to their attendance at RYLA that is relevant for their event. Interact students and Interact School Sponsors should receive crisis information relevant to their activities at the beginning of each school year.

III. CRISIS MANAGEMENT TEAM

The District's Crisis Management Team (**CMT**) will consist of the following members and include the outlined responsibilities. In the event of a vacancy, temporary leave of absence, or incapacitation of any member of the Core or Additional CMT, the District Governor shall designate a trained replacement.

Core Crisis Management Team:

1. District Governor: Responsible for overseeing all aspects of crisis response, convenes meetings, and delegates tasks, as necessary. Represents the district and serves as the appointed spokesperson when answering media inquiries. Has ultimate decision-making authority when determining the level of a crisis (upon consultation with the CMT) and actions to take in response to a crisis according to the response protocols. A trained alternate (Past District Governor or District Governor-elect) should also be available in case the governor is impacted by the crisis or otherwise unable to perform their crisis management duties.
2. District Youth Protection Officer: Assists with overseeing the crisis response and serves as a consultant (when appropriate) or consults with local experts for guidance when necessary, monitors developments of the situation, and coordinates communication within the district and its clubs and with Rotary International.
3. District Youth Exchange Chair: Serves as the main point-of-contact for students and families involved in Rotary Youth Exchange, coordinating communication with them. Responsible for

ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

4. District Interact Chair: Serves as the point-of-contact for youth and families involved in Interact, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.
5. District RYLA Chair: Serves as the point-of-contact for youth and families involved in Rotary Youth Leadership Awards, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.
6. Additional Crisis Management Team: Additional Rotarians selected by the District Governor team (DG, DGE, DGN, DGND, PDG) to assist other team members when there is a crisis. Assist with updating the plan as needed. (See Appendix A)

IV. CRISIS SITUATIONS & RESPONSE PROTOCOLS

Identified Crisis Situations:

- a. Physical Accidents/Injuries
- b. Mental Health Issues
- c. Public Health Emergency
- d. Mass Casualty Event
- e. Fire
- f. Hurricane
- g. Tornado
- h. Flood
- i. Death

- a. Physical Accidents/Injuries

Level I – Minor Injury/Accident: The emergency (or perceived emergency) does not currently present a significant health or safety risk, 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. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to a designated area of safety, if needed.
2. Notify the program director. (See Appendix B for notification information)
3. Continue to monitor the affected person(s) and contact emergency medical assistance (911) if necessary (escalate to Level II).

4. Contact the legal guardian of the injured person within 24 hours of the injury/accident.

Level II – Serious Injury/Accident: The emergency (or perceived emergency) may present a significant health or safety risk and requires medical intervention for one or more persons, or more than two people are affected by a minor injury/accident.

1. Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to a designated area of safety, if needed.
2. Immediately contact emergency medical services (911).
3. Notify the program director.
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 legal guardian of the injured person and District Youth Protection Officer.
6. If the person(s) is(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. For RYE, Report the injury/accident to Rotary International within 72 hours of the injury/accident.

Level III – Critical Injury/Accident: The emergency (or perceived emergency) presents a significant or critical health or safety risk and requires immediate medical intervention or life-saving procedure.

1. 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.
2. Immediately contact emergency medical services (911).
3. Notify the program director.
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 legal guardian and the District Youth Protection Officer and other parties as is appropriate.

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. For RYE and RYLA, report the injury/accident to Rotary International within 72 hours of the injury/accident.

b. Mental Health Issues

Interact:

1. If a student is showing symptoms of severe emotional distress, depression, anxiety, or other mental health issues, the school advisor and the Rotary sponsor should follow the school guidelines for this situation to obtain mental health services for the student. The school guidelines should specify whether the legal guardian should be notified.
2. If a student threatens or attempts suicide during an Interact activity, the school's protocol should be followed. The Rotary Sponsor and District Interact Sponsor should be notified, and they will contact the Crisis Management Team. The confidentiality of the student should be protected such that the student's name or other identifying information should not be revealed to anyone not directly involved in the incident.
3. If a student threatens or attempts to hurt other people or property during an Interact activity, law enforcement should be notified, and the school protocols should be followed. The School Advisor should notify the Rotary Sponsor and the District Interact Chair, who will notify the District Crisis Management Team. The confidentiality of the student should be protected such that the student's name or other identifying information should not be revealed to anyone not directly involved in the incident.

RYLA:

1. If a student is showing symptoms of severe emotional distress, depression, anxiety, or other mental health issues during RYLA activities, the RYLA Chair should contact the District Youth Protection Officer, who will consult with the RYLA staff and the student. They will determine if the student can stay in the program or if the student should be sent home with a recommendation for counseling. The RYLA Chair should notify the legal guardian of the situation.

2. If a student threatens or attempts suicide during RYLA, law enforcement should be notified to determine if the student should be evaluated by medical professionals. The medical professionals will notify the student's legal guardian. If law enforcement does not consider that a Baker Act evaluation is warranted, the RYLA staff will determine if the student should be sent home. The RYLA Chair will notify the legal guardian and members of the Crisis Management Team. The confidentiality of the student should be protected such that the student's name or other identifying information should not be revealed to anyone not directly involved in the incident.
3. If a student threatens or attempts to hurt other people or property during a RYLA activity, law enforcement should be notified. If law enforcement does not consider that a Baker Act evaluation or an arrest is warranted, the RYLA staff will determine if the student should be sent home. The RYLA Chair will notify the legal guardian and members of the Crisis Management Team. The confidentiality of the student should be protected such that the student's name or other identifying information should not be revealed to anyone not directly involved in the incident.

RYE:

1. If an inbound student, host family, or RYE volunteer notifies the RYE Chair that a student is showing symptoms of severe emotional distress, depression, anxiety, or other mental health issues, the RYE Chair should contact the District Youth Protection Officer. The Youth Protection Officer will consult with the RYE Chair, the host family, and the student to determine a course of action which could range from a recommendation for counseling to leaving the program and returning to their country and legal guardians there. The RYE Chair and the Youth Protection Officer should notify the members of the Crisis Management Team. The confidentiality of the student should be protected.
2. If an inbound student threatens or attempts suicide, law enforcement should be notified to have the student evaluated by medical professionals. The RYE Chair will notify the host legal guardian and their legal guardian in their country. The RYE Chair should notify the Youth Protection Officer and members of the Crisis Management Team. The confidentiality of the student should be protected.
3. If an inbound student threatens or attempts to hurt other people or property while involved with RYE, law enforcement should be notified. If law enforcement does not consider that a Baker Act evaluation or an arrest is warranted, the District RYE Director, in conjunction with the Youth Protection Officer should consult with the Crisis Management team about further action. The District RYE Chair should then notify the Youth Protection Officer and members of the Crisis Management Team. The confidentiality of the student should be protected.

4. For District 6970 outbound students, the host District is responsible for handling any mental health issues with students. If an outbound student notifies the District 6970 RYE Chair, another Rotarian, or their legal guardian that they are experiencing emotional distress, the District 6970 RYE Chair should notify the host District so they can deal with the issue.

c. Public Health Emergencies for RYE and RYLA

Level I – 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 legal guardians about the situation, 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 the 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 II – 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 the crisis team to monitor developments, prepare for and plan for the next level of severity.
2. For RYE, the RYE District Chair will prepare formal communication about developments, as well as proactive information for stakeholders including, but not limited to, sponsor and host District Governors, country coordinators of RYE, and the RYE Florida Chair.
3. For RYLA, the RYLA Chair will prepare formal communication about developments, as well as proactive information for stakeholders including, but not limited to, the District Governor and the legal guardians of students.
4. Identify the criteria that would require activities, such as in-person gatherings or travel to be postponed or cancelled.
5. Identify the criteria that would require program participants to self-isolate, quarantine, seek medical treatment, or be repatriated.
6. Develop a specific plan based on the criteria identified should the emergency spread to or directly impact the 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.

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) and to access any resources the carrier may have available.

Level III – Act: The emergency directly affects District 6970 (or in the case of an inbound RYE the home district)/region, students, and volunteers.

1. Implement actions steps identified 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 legal guardians.
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 as soon as it is feasible.
6. Notify RI within 72 hours of any emergency medical treatment, hospitalization, or repatriation of program participants related to a public health emergency.
7. Continue to monitor and adapt procedures as the situation develops.

d. Mass Casualty Event (active shooter, active threat, civil disturbance)

1. Maintain an awareness of the situation and the environment. Confer with school or other legal authorities for specific action, as needed.
2. Communicate emergency and contingency procedures to students, volunteers, and legal guardians.
3. Evacuate the area if it is safe to do so. Ensure that all students and volunteers are accounted for immediately before and after evacuation. If not able to evacuate, instruct everyone to seek cover and maintain accountability of the students and volunteers, as necessary. If in a building, lock doors and windows and close blinds, if possible. Remain quiet and turn off lights to make it appear unoccupied. Put cell phones and all electronic devices on silent. If you are not able to lock doors, barricade the entrance with whatever material is available. Notify authorities by calling 911 when it is safe to do so.
4. Remain in place until directed otherwise by emergency responders and follow their directions.

e. Fires (wildfire/building fire)

1. Ensure that all participants are accounted for and safe.
2. Implement relocation plans if the fire makes the current participant location unsafe or if directed by emergency responders.

f. Hurricane

1. Monitor developments, including any alerts and updates issued by federal, state, and local government agencies for guidance, and act according to directives from emergency personnel.
2. The RYE Chair will ensure that host families of inbound RYE students have hurricane supplies, including evacuation supplies.
3. The RYE Chair will notify legal guardians of the inbound RYE students in their home country of developments and actions taken.
4. The RYE Chair will maintain a log of locations of all inbound RYE students with contact information on the Youth Exchange portal (yehub.net/FLA-portal). When needed, students and host families can be emailed and texted to confirm their safety.

g. Tornado

1. Monitor developments, including any alerts and updates issued by federal, state, and local government agencies for guidance, and act according to directives from emergency personnel.
2. Find shelter in a small, interior room on the lowest floor of a building and stay away from windows, doors, and electrical equipment. Avoid rooms that are near tall structures like trees and power lines. Seek shelter in a hallway or closet or get underneath a desk or table and cover your head with your arms.
3. If caught outdoors or on the road, try to get as low as possible, such as in a creek bed or ditch, and cover your head.
4. Monitor developments, including any alerts and updates issued by federal, state, and local government agencies for further guidance.

h. Flood

1. Monitor developments, including any alerts and updates issued by federal, state, and local government agencies for guidance.
2. Relocate to a safe area, if necessary.

3. Maintain a log of locations of all participants and account for everyone.

j. Death of a student

1. If the student is an Interact or RYLA participant, the treating medical personnel or law enforcement should notify the legal guardian.
2. If the student is an inbound RYE participant, the RYE Chair should notify Rotary International who will send a letter to the natural family on behalf of the General Secretary. The Chair will also notify the State Department or Foreign Ministry (consulate or embassy) for help with repatriation of remains.
3. The RYE Chair should notify the sponsoring Rotary District.
4. Arrange for counseling services for other program participants, family and Rotary members, and host families for Youth Exchange participants.

V. MEDIA RESPONSE PROTOCOLS

For responses to the media, the District Governor will be the spokesperson or will designate a District Spokesperson who is monitoring the issue, communicates well, and is comfortable interacting with the media. For RYE, the spokesperson that the District Governor designates must be cognizant of the General Data Protection Regulation (GDPR) for the European Union and the Council on Standards for International Educational Travel (CSIET), so that any disclosures to the media follow those specific rules. It is important to determine what may be communicated before there is any response to the media. The legal rights of those affected must be considered. The District Governor will seek further assistance from Rotary International regarding media inquiries, as needed.

1. The District Governor will direct Presidents and Assistant Governors to communicate appropriate and approved information to affected Clubs and/or affected Rotarians and instruct all Club members to refer press inquiries to the District Governor or the District Spokesperson.
2. The District Governor or the District Spokesperson will prepare a written statement that is in writing made available to the media and posted on the District website. The statement should accurately state the facts, express Rotary's position, convey the appropriate tone (sympathy, apology, commitment, etc.) and develop key messages to convey Rotary's position consistently and accurately without personal observations or speculations.
3. The Spokesperson will update the statement, as needed, with input and advice from the District Governor.

If a Club President, Club Event or Activity Chair, Club Member, District Chair or District Leadership Team Member or some other person is contacted by the Media, the following guidelines should be followed:

1. Follow the protocols set out above. Do not issue a statement or make any comment to the media.
2. Immediately contact the District Governor or designated Spokesperson, even if in doubt of the urgency or importance of the matter. Let those responsible make the decisions as to urgency and importance.
3. Refer the media contact to the District Governor or, in an on-going situation, the designated District Spokesperson. If you need time to confirm or determine the District Governor or Spokesperson's contact information, tell the media you will respond promptly.
4. Monitor the media's local coverage of the issue for accuracy and tone. If Rotary is misrepresented, let the Spokesperson know so they can convey the concern to the District Governor for action, if needed.

VI. CRISIS RESOLUTION

a. De-escalating a Crisis and Declaring a Crisis Resolved

1. The District Governor 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:
2. De-escalating a crisis: a crisis level will be moved from a higher level to a lower level, when appropriate, when all the 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.
3. 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.

b. 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, and take 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 trainings.

A copy of the debriefing questionnaire (Appendix C) shall be included with any formal records and the District Governor shall be responsible for ensuring that any actions recommended from the debriefing are implemented.

c. Updating the Crisis Management Plan

This plan shall be reviewed and updated as follows:

1. Annually prior to the start of the new Rotary year of July 1.
2. Following any changes to leadership or other youth protection policies.
3. As a result of recommendations from a debriefing following a resolved crisis or a narrowly avoided crisis.

VII. OTHER IMPORANT CONSIDERATIONS

a. Supporting Young People During a Crisis

Young people may require additional support, mental health counseling, or medical attention during or immediately following a crisis. It is important to check-in with young people who have experienced a crisis themselves as well as others who may have been present during an in-person emergency or who may also be indirectly impacted (friends, family, or others close to someone who experienced a crisis).

The following procedures should be followed during a crisis and immediately following a crisis:

1. Evaluate the physical, mental, and emotional state of young people directly or indirectly impacted by a crisis with the help of medical and mental health professionals.
2. Be supportive but also respect the young person's right to privacy or confidentiality if there is no reporting requirement.
3. Schedule a follow-up with anyone directly or indirectly impacted by a crisis with an appropriate person (Club counselor, District Youth Protection officer, etc.).
4. Offer additional medical or mental health support services, as deemed appropriate.

b. Administrative Protocols

1. Reporting: All required reporting (district-level, local, state, national, international, and RI) shall be completed within the designated required timeframe.
2. Record-keeping: An official record of a crisis response, including the corresponding completed debriefing questionnaire, along with any other relevant materials (press/media releases, media coverage, insurance claim application forms, official letters, email correspondence, police reports, etc.) shall be filed along with other private and confidential reports, accessible to only those with a need to review the record. These files will be maintained in the office of the District Executive Secretary.

c. Insurance and Expenses

Insurance: The District maintains liability insurance which can include coverage for bodily injury and/or property damage incurred in an emergency/crisis. Review the policy coverage/limits for additional information and policy reporting guidelines. All insurance-related questions and claim forms are available at <https://rotary.ajg.com/media/xjgn3pjp/2020-21-insurance-program-presentation.pdf>.

Expenses: The District maintains an emergency crisis management fund if there are expenses incurred that require immediate payment to provide for the safety and well-being of youth and volunteers, including both expenses that may be later reimbursed by a liability insurance provider and those that may not be reimbursed. To the extent possible, all expenses must be approved in advance by the District Governor and all receipts must be submitted for reimbursement and record-keeping.