

District 5010

Draft Crisis Management Plan - Version 2.1

January 2019

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District 5010

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January 17, 2019

Part 1: Club Level

Crisis Communication Procedures and Reporting



Rotary District 5010, N. Diane Fejes, District Governor 2018-2019

Dear District 5010 Rotarian:

Rotary District 5010 has adopted a crisis avoidance and crisis management plan. Our approach is proactive, not reactive. As responsible Rotarians, we should all recognize, avoid, and help correct possible problems before they result in an emergency or crisis situation, and report any developing situations.

EXECUTIVE SUMMARY: This packet provides guidance to individual Rotarians and Rotary Clubs about what potential crisis situations should be reported to club officers and to the District Governor Leadership Team, how to make reports, and how to comport ourselves in a dignified and legally appropriate manner. All reports should be made firstly to your club President or President-Elect as immediately available and then from your club's officers to the District Governor Leadership Team, AND with short text alerts sent by you to the District Governor Team and to your area AG as below.

WHAT SHOULD BE REPORTED TO DISTRICT 5010?

- Any serious misconduct, especially potentially criminal acts, in connection with Rotary activities, particularly youth activities.
- Anything in connection with Rotary activities that threatens public safety.
- Financial or other legal wrongdoing in connection with Rotary activities
- Non-compliance with legal and Rotary International policies including but not limited to Youth Protection, discriminatory conduct, integrity, misuse of the Rotary brand, etc.
- Any other Rotary-connected action or inaction that could potentially result in injury to persons, or result in financial or property damage, in civil liability or other financial harm, or that could potentially cause disruption, internal dissension, or damage to Rotary, its membership, and its public reputation.
- Any trend or long term situation likely to ultimately cause harm to Rotary unless promptly corrected. (Report these initially only to your Club President and area Asst. Governor unless an immediate problem threatens or the situation remains uncorrected.)

GENERALLY:

- **Make all reports by the most expeditious means, preferably a direct voice telephone call.** Always follow up texts or phone calls with an Email and the attached reporting form to ensure accuracy, completeness and a paper trail.
- Leaving only a recorded voice message, text or Email is NOT sufficient reporting. **Keep trying until you actually reach your officers and know that your report has been received, acted upon, and followed up.** If you cannot directly reach your officers within 15-30 minutes and an immediate Rotary response is desirable, then direct contact the District Governor's Leadership Team and your area Assistant Governor.

- Reporting Rotarians and also the club President/President-Elect should **also directly text to the District Governor** (or DG-E if the DG cannot be reached) and your area Assistant Governor (AG) a short alert message, such as **Rotary 911 – (your) Club** so that the District Governor’s Leadership Team is aware of a pending situation.

CLUB-LEVEL RESPONSE AND REPORTING GUIDELINES. IF IN DOUBT, REPORT.

- **Your primary reporting channel is firstly to your club President, or the President-Elect if the President cannot be reached, and then from the Club President or P-E to the District Governor’s Leadership Team or the DG’s designee.**
- If you become aware of a potentially injurious or crisis situation, then report it immediately to your Club President.
- If the incident involves youth, then also contact ASAP your Club’s Youth Protection Officer and area law enforcement immediately.
- If potentially criminal conduct is suspected, then also contact area law enforcement immediately.
- If public safety concerns, injury or a health emergency occurs, first contact area 911 and law enforcement and then report to Rotary as soon as the situation permits.
- **Reporting solely to Rotary is not a substitute for contacting 911, law enforcement, and other first responders as appropriate. Firstly, contact emergency services as needed and then contact Rotary as soon as the situation permits.**
- In the event that further harm may come to any person or damage/injury to property, or if the matter involves an exchange student, RYLA attendee, or other minor in Rotary’s care, then **first take immediate action to avoid injury, minimize further risk and damage, and to get trained assistance such as EMTs and law enforcement as needed. Get people, particularly youth, to a safe situation immediately** and then contact your club’s Youth Protection Officer and your Club officers as above.

• **CLUB OFFICERS:**

- **Immediately forward all reports to the District Governor’s Leadership Team** in the order listed.
- If youth are involved, also separately and directly contact the District Youth Protection Officer.
- Ensure that law enforcement have been contacted if appropriate.
- Club officers should attempt to determine, and report to the District Governor’s Leadership Team, the facts of a situation using the attached form. **If youth protection or a potentially criminal act is suspected, do not speak with witnesses or attempt to undertake fact investigation unless and until authorized by law enforcement.**
- If the Club President or P-E is unable to promptly contact the District Governor, then contact the DG-Elect. If the DG-E cannot be directly reached, then contact the DG-Nominee. Alert your area Assistant Governor and keep them informed. Use the attached reporting forms and send by Email or fax.
- **Club Presidents/ P-Es:** If you do not have a positive confirmation of your report back from the DG (or DG-E or DG-N) within 30 minutes, then keep trying until you receive a positive response and confirmation that your report has been received and understood.

- Non-crisis concerns that can be resolved by private discussion at the club level should be dealt in a cooperative, problem-solving manner by the Club President, keeping in mind the Four-Way Test. The District Governor should be informed promptly and kept informed of situations that may develop into a membership or negative publicity crisis or that might otherwise damage Rotary.

FOLLOWING UP YOUR INITIAL REPORT:

- **Follow up as quickly as possible with the included reporting forms.** When filling out the reporting form, try to determine and report all important facts as quickly, completely, and accurately as possible. Send to your club president/P-E. **Be sure to provide as much contact information as possible.**
- Club Presidents/P-Es should review the report and add any additional information they have. Then forward the report to the District Governor or another person as directed. Keep a copy.
- Crises tend to be factually unique, so be **flexible and don't jump to conclusions.**
- **SPEED UP communications** with your club President/P-E, with the District Governor/DG-E, and with all involved persons. Keep everyone with a "need to know" fully and accurately informed and "in-the-loop" but otherwise do not discuss this situation with anyone. That could make matters worse.
- **BE DELIBERATE in your actions and decisions after taking any initial protective steps** the situation requires and consulting with District Leadership. The District Leadership is charged by Rotary International with making major decisions in crisis situations. Remain in contact with the District Governor and follow their guidance.
- **If criminal activity is suspected, DO NOT** disturb evidence nor question witnesses. Wait for the police.
- **NEVER ATTEMPT TO COVER-UP NOR ALIBI.**

In the event of a Youth Protection incident or other criminal or legal liability situation involving a Rotary activity, **do not make accusations** nor discuss directly with that person. Rather, take adequate steps to ensure the safety of everyone and then immediately contact District 5010 leadership after contacting local police or Alaska State Troopers. Reporting solely to Rotary is not a substitute for reporting potentially criminal activity to law enforcement. **DO BOTH.**

DO NOT discuss the issue in your club or with others who do not have a "need to know", nor contact nor make comments to the media unless directed by the District Governor, nor post on social media. Do not make club announcements without clearing them with the District Governor Leadership Team, which RI charges with taking the lead in making all media contacts. Premature announcements, media contacts, and social media postings may hurt innocent people and make a situation worse. In the early phases of a crisis, it's wise to say little, and to not form nor express opinions, until all of the facts are clearly known.

To Whom and How Should District-Level Reports Be Made? (In this order)

- District Governor Diane Fejes, telephone 907-230-7941, ndfejes@gmail.com
- District Governor-Elect Andre Layral 907-460-7786, alayral.1920@gmail.com
- District Governor-Nominee Joe Kashi - 907-398-0480, Email kashi@alaska.net
- District Governor-Designate Cheryl Metiva, 907-315-9920
clmetiva@gmail.com.

Also, if there is any youth protection concern, also report to District Youth Protection Officer Chas St. George 907-232-0503 stgeorge@mtaonline.net

District 5010 Incident Reporting Form (General)

1. Does the reported incident involve youth exchange or other youth activities?

IF YES, then do not use this form. Use the standard Rotary International form, attached.

2. **Date of report:** _____ **Date of incident** _____ **Where?** _____

3: **Person making report:** **Name** _____ **Cell Phone** _____
Email: _____ **Secondary Phone:** _____

4. **Rotary Club involved :** _____ **Club President:** _____
Phone # _____ **Any prior reports of this matter?** _____

5. **Nature of Incident:**

Was anyone injured or was there a financial loss? Y N Is a lawsuit or claim being made? Y N

If yes, who? _____ What are the claimed injuries or financial loss? _____

Criminal concerns? Yes No

If yes, what happened and who was involved? _____

If yes, has law enforcement been contacted? Yes No

Law enforcement agency involved: _____ Phone number: _____

Contact Person at agency: _____

Persons involved: A	Contact telephone
B	Contact telephone
C	Contact telephone

6. Has the media contacted anyone about this? Yes No

Name of Media: _____ Contact person: _____ Phone # _____

7. Has anything been posted on social media? Yes No Unsure

If yes, where and by whom? _____ URL: _____

8. What has been said in the media or on social media?

9. Witnesses/persons with knowledge (list names and cell numbers):

Please Email completed sheet to persons on summary page or fax to



ROTARY YOUTH PROTECTION INCIDENT REPORT

Instructions: Complete the following report leaving no field blank. If a question does not apply to this situation, please enter "NA." Incident reports should be emailed to RI (email: youthprotection@rotary.org). After submitting the report, please continue to update staff as further information develops.

REPORTER INFORMATION

Reporter's Name:		Title/Role:	
District:		Telephone(s):	
Date & time of report:		Email:	

ALLEGED VICTIM INFORMATION

Last Name:		First Name:	
Date of Birth:		Citizenship:	

If incident occurred during a Rotary Youth Exchange, please provide the program details listed below:

Host District:		Host Club:	
Sponsor District:		Sponsor Club:	
Host Family Name & Address:		Host Family Phone:	

ALLEGED OFFENDER INFORMATION

Last Name:		First Name:	
Relationship to the youth named above:		Title/Role (if applicable):	
Club name (if Rotarian):			
Other Parties Involved: (contact information)			

SUMMARY

Date and time of incident:	
Location of incident:	

Please provide details of the incident:

ACTION TAKEN

Provide details on the action taken after the incident was reported to you/your organization:

Is the youth currently in a safe place?

Has the alleged offender been removed from youth programs while the investigation is performed?

Please list all individuals or organizations that have been informed of the alleged incident to date? *(Example: districts, clubs, youth participant's legal guardians, district governor, youth protection officer, etc)*

Has the alleged incident been reported to local law enforcement? If not, why?

Is local law enforcement investigating the allegation, or have any official charges been filed? If so, please describe:

Have any support services been offered to the youth? If so, please describe the service/provider:

FUTURE STEPS

Provide details on any future action that you/your organization plan to take regarding this allegation:

Have you received any media inquiries regarding the allegation? If so, please describe:

UPDATE

Provide any additional details or results of investigations relating to this incident since the initial report to RI:

Rotary International's General 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

1. 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.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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:

1. 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;
2. 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.

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:

1. 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.)
2. Host family, club counselor, and district Youth Exchange chairpersons.
3. Host district governor and the governor of the sponsoring district.
4. Host Rotary club, for assistance and guidance.*
5. Insurance company (and remember to follow up).
6. Embassy Officer, to obtain his/her advice.

Procedures to follow when the death of an exchangee occurs:

1. Ascertain that the deceased is the exchangee.
2. Contact all of the above individuals.
3. Check with local police for local regulations and obtain a copy of the police report. Reclaim the deceased's possessions, especially the passport.
4. Check with the local hospital and mortuary for the claiming of the body and regarding an autopsy. Obtain the death certificate.
5. 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.
6. 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.
7. 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

Part 2: Contact Information - District-Wide

By AG Zone

Contact Information: District 5010 Level

By AG Zone

District Governor:

District Governor Elect:

District Governor Nominee:

Council of Governors Chair:

PDG Advisory Panel:

Vice-Governor:

Lt. Governor:

Executive Assistant Governor:

District Legal Counsel:

District Insurance Rep:

Youth Protection Officer:

Youth Exchange Chair:

RYLA Chair:

Media/Public Relations:

Yukon Area AG:

Northern Area AG:

Matsu Area AG:

Anchorage Area AG:

Kenai Pen-Kodiak Area AG:

Southeast Area AG:

RI Zone Contact

RI Evanston Contact

South Central Anchorage Area

District Governor: Diane Fejes 907-230-7941 ndfejes.rotary@gmail.com
District Governor Elect: Andre' Layral 907-460-7786 alayral.1920@gmail.com
District Governor Nominee Joe Kashi 907-398-0480 kashi@alaska.net

Area AG: Leon "Mike" Bridges britun007@gmail.com (907)-301-3049
District Lt Governor: LaMarr Anderson (907)232-5082
[Lamarr05@gmail](mailto:Lamarr05@gmail.com)

1. Anchorage Rotary

Pres. Leah Boltz W(907)868-6299 C(907)301-1860
Email: leahboltz@gail.com lboltz@gci.com
Pres Elect Keith Green W(907)263-5734 C(907)317-3457
Email: Keith.A.Green@morganstanley.com

2. Anchorage East Rotary

Pres. Paul Paslay (907)720-8661
Pres Elect Charlotte Tharp (907)230-3350
Email: charlotte@alltrigo.com
V.P. Bill Ure (907)244-4467
Email: bure@gci.net

3. Anchorage Gateway Rotary

Pres. Aili Peyton-Jailbert (218)393-4145
Email: ampeyton12@gmail.com
Pres Elect Ron Fassett (907)223-6897
Email: rfassett@gci.net
V.P. Andrea Gusty (907)830-3546
Email: andreagusty@yahoo.com

4. Anchorage Hillside Rotary

Pres. Ray Hout (907)444-3738
Email: rhout@whalercasinosupply
Pres Elect: Dan Bollerud (907)306-3047
Emergency Contact

5. Anchorage International Rotary

Pres. Debra Mason (907)250-1160
Email: debram@thgcpa.com
Pres Elect Angie Rush (907)351-6384
Email: arush@akchild.org
V.P. Ben Schulman W(907)261-3317 C(907)632-5393
Email: schulmanphotography@gmail.com

Media

KACN TV (907)563-5226	KASH FM (907)522-1212
KAKM TV (907)550-8400	KBFX AM (907)522-1212
KCFT TV (907)478-4483	KBYR AM (907)344-4045
KDMD TV (907)562-5363	KENI AM (907)522-1515
KTBY TV (907)274-0404	KFAT FM (907)344-4045
KTUU TV (907)762-9202	KFQD AM (907)344-9622
KTVA TV (907)929-9700	KGOT FM (907)522-1515
KYES TV (907)762-8202	KHAR AM (907)344-9622
KYUR TV (907)561-1313	KNIK FM (907)522-1018
	KSKA FM (907)550-8400
Anchorage Daily News (907)257-4200	
Anchorage Press (907)561-7737	
Eagle River Alaska Star (907)694-2727	

6. Anchorage Midtown Rotary

Pres.: John Sauve (907)333-7907
Email: ifc@acsalaska.net
Emergency Contact

7. Russian Jack Rotary Club

Pres Elect Arthur Sosa H(907)854-0480 F(907)742-5411
Email: SosaArthur@asdk12.Org
V.P. Gary Dixon (907)349-4439
Email: g.dixon.swallingcpas.com@clubrunner.email

8. Anchorage South Rotary Club

Pres. Amy Mackey-Hornak (907) 830-1294
Email: sellingalaska@gmail.com
Pres Elect Bill Simpson (907)261-3374 (907)360-3379
Email: Bill.simpson@nrim.com w.simpson@hotmail.com

9. Girdwood Rotary Club

Pres. CeCe Mendonsa (907)244-4924
Email: cece.mendonsa@gmail.com
Pres Elect Katie Harrison (508)521-5161
Email: Katie.harrison@gmail.com

Law Enforcement

Anchorage Police Dept. P(907)786-8500 F(907)786-8991
4501 Elmore Rd. Anch, AK. 99507
Alaska State Troopers P(907)269-5511 F(907)337-2059
5700 E. Tudor Rd. Anch, AK. 99507

Office of Childrens Services

Office of Childrens Services (907) 269-4000
323 E. 4th Ave., Anch, AK. 99501

Anchorage Area Court System

1. Anchorage Superior Court P(907)274-8611 F(907)264-0873
825 W. 4th Ave. Anch, AK. 99501
2. Anchorage District Court (907) 264-0671
303 K St. Anch, AK. 99501

District Attorneys

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222 W. 7th Ave. Rm. 253 #9, Anch, AK. 99513
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632 W. 6th Ave. Anch, AK. 99501
4. Office of Special Prosecutions
310 K. St. #308 Anch, AK. 99501 (907)269-6250

Fairbanks - Northern Region

District Governor: Diane Fejes 907-230-7941 ndfejes.rotary@gmail.com
District Governor Elect: Andre' Layral 907-460-7786 alayral.1920@gmail.com
District Governor Nominee Joe Kashi 907-398-0480 kashi@alaska.net

1. Barrow Nuvuk Rotary Club

Pres. Judith Cowen C(907)855-0579 H(907)855-8138
Email: judettac@gmail.com Juetta.cowden@ilisagvik.edu
Pres Elect: Ryan Rennaker (907)855-8998
Email: rrenaker@alsc-law.org

2. Rotary Club of College

Pres. Jane Lanford C(907)687-0769 H(907)479-7230
Email: jane@usibelli.com
Pres Elect Tom Bundtzen C(907)388-6607 H(907)455-6261
Email: bunstzen@moaquitonet.com
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3. eClub Rotary

Pres. Nancy H. Dodge H(941)993-4335
Email: nhdodge@comcast.net
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Email: ait24@hotmail.com

4. Fairbanks Rotary Club

Pres. Tammy Randolph W(907)488-7082 C(907)460-2915
Email: tammy@tammyrandolf.net
Pres Elect Doug Schrange C(907)317-7240
Email: drschrage@alaska.edu
V.P. Jim Culley C(907)378-4500
Email: jim.culley@nrim.com

5. Fairbanks Golden Heart Rotary Club

Pres. Jeremy Worrell (907)
Email: jerworral@gmail.com

6. Rotary Club of Fairbanks Sunrisers

Pres. Kip Harmon (907)888-2914
Email: harmonkip@gmail.com
Pres Elect Mamie Brown (907)987-6717
Email: mamiebrown711@hotmail.com
V.P. David Mongold (907)322-2289
Email: davidmongold@allstate.com

7. Rotary Club of Nome

Pres. Charles Lewis Tobin M(907)443-5549 P(907)304-1672
Email: clewistobin@gmail.com
Pres Elect Denis Giltroy M(907)387-0688 C(907)434-1682
Email: arcticaccessnome@gci.net
V.P. Andrew McCann M(907)443-2223 C(907)643-0613
Email: andrew.b.mccann@wellsfargo.com

8. North Pole Rotary

Pres.: Leslie Brockelsby (907)
Email: ebrock@gci.net
V.P. Tasmine Stebbins (907)452-1976
Email: tabennet@bsamail.org

Area AG: Leon Michael Pollen cell 907-378-2090 mrp@ntlalaska.com

District Lt Governor: LaMarr Anderson (907)232-5082

[Lamarr05@gmail](mailto:Lamarr05@gmail.com)

Law Enforcement

1. Barrow Police Dept. P(907)852-6111 F(907)852-0318
P.O. Box 473 Barrow, AK. 99723

2. Fairbanks Police Dept P(907)450-6500 F(907)452-1588
911 Cushman St. Fairbanks, AK. 99701

3. Kotzebue Police Dept P(907)442-3539 F(907)442-3357
P.O. Box 550 Kotzebue, AK. 99752

4. North Pole Police Dept. (907)488-6902
125 Snowman Lane North Pole, AK. 99705

5. Nome Police Dept P(907)443-5262 F(907)443-2266
P.O. Box 281 Nome, AK. 99762

6. Fairbanks State Troopers P(907)451-5100 F(907)451-3002
1979 Peger Rd. Fairbanks, AK. 99709

7. Glenn Allen St Troopers P(907)822-3263 F(907)822-5594
P.O. Box 26 Glenn Allen, AK. 99588

8. Kotzebue State Troopers P(907)442-3222 F(907)442-3221
P.O. Box 669 Kotzebue, AK. 99752

9. Nome State Troopers P(907)443-2835 F(907)443-5840
P.O. Box 1050 Nome, AK. 99762

Media

Fairbanks KATN - TV (907)452-2125

KSUA - TV (907)474-7054

KTVF - TV (907) 458-1800

KUAK - TV (907)474-7491

Arctic Sounder (907)770-8822 Tundra Drums (907)224-4800

Nome Nuggett (907)443-5236 Selta Discovery (907)543-4113

News Minor (907)456-6661

Office of Childrens Services

1. OCS Barrow North Slope Bourough (907)852-2611
P.O. Box 69 Barrow, AK. 99723

2. OSC Fairbanks P(907)451-2650 F(907)451-2616
751 Old Richardson Hwy. Suite 300 Fairbanks, AK. 99701

3. OCS Kotzebue P(907)442-3226 F(907)442-2426

Northern Area Courts

1. Barrow Superior Court P(907)852-4800 F(907)852-4804
P.O. Box 270 Barrow, AK. 99723

2. Fairbanks Superior Court P(907)452-8277 F(907)452-9330
110 Lacy St Fairbanks, AK. 99701

3. Kotzebue Superior Court P(907)442-3208 F(907)442-3974
P.O. Box 317 Kotzebue, AK. 99752

4. Fairbanks District Court P(907)452-9310
101 Lacy St Fairbanks Ak. 99701

District Attorneys

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Fairbanks Area Court**1. Barrow Superior Court** P(907)852-4800 F(907)852-4804

P.O. Box 270 Barrow, AK. 99723

2. Bethel Superior Court P(907)543-2298 F(907)543-4419

P.O. Box 130 Bethel, Ak. 99559

3. Fairbanks Superior Court P(907)452-8277 F(907)452-9330

110 Lacy St Fairbanks, AK. 99701

4. Kotzebue Superior Court P(907)442-3208 F(907)442-3974

P.O. Box 317 Kotzebue, AK. 99752

5. Bethel District Court P(907)543-1119

P.O. Box 130 Bethel, AK.. 99559

6. Fairbanks District Court P(907)452-9310

101 Lacy St Fairbanks Ak. 99701

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3. Bethel District Attorney

Stephen B. Wallace D.A. P(907)543-2055 F(907)543-2145

P.O. Box 170 Bethel, AK. 99559

4. Fairbanks District Attorney

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3. Kenai Rotary

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Kenai KSRM/KSLD (907)283-8700 KWHQ/FFSE (907)283-8700
KKIS (907)283-8700 KDLL (907)283-8433
KPEN (907)262-6000 KABN/KAXX (907)277-5652
Kodiak KMXT-FM/TV (907)486-3131 KRXX-FM (907)486-5159
Soldotna KSLD (907)283-8700
Homer Tribune (907)235-3714
Homer News (907)235-7767
Clarian/Dispatch (907)283-7551
Kodial Daily Mirror (907)486-3227

1. OCS Homer P(907) 235-7114 F(907)235-2848

3670 Lake St. Suite 100 Homer, AK. 99603

2. OCS Kenai P(907)283-3139 F(907)283-9093

145 Masin St. Loop Rm. 100 Kenai, AK. 99611

3. Kodiak OCS P(907)486-6175 F(907)486-4104

316 Mission Rd. Suite 215 Griffin Blsg Kodiak, AK. 99615

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4060 Heath St. Ho,er, AK. 99603

2. Kenai Police Dept P(907)283-7879 F(907)283-2267

107 . Willow St. Kenai, AK. 99611

3. Kodiak Police Dept P(907)486-8000 F(907)486-8909

2160 Mill Bay Rd. Kodiak, AK. 99615

4. Seward Police Dept (907)224-3338

410 Adams St Seward, AK.99664

5. Anchor Point St Troopers P(907)235-8239 F(907)235-8067

P.O. Box 807 Anchor Point, AK. 99556

6. Kodiak State Troopers P(907)486-4121 F(907)486-5810

2921 #A Mill Bay Rd Kodiak, AK. 99615

7. Ninilchik State Troopers P(907)567-3660 F(907)567-3660

P.O. Box 807 Anchor Point, AK. 99556

8. Soldotna Police Department P(907)262-4455 F(907)262-4421

44510 Sterling Highway, Soldotna, AK. 99669

9. Soldotna State Troopers P(907)262-4453 F(907)262-2889

46333 Kalifornsky Beach Rd Soldotna, AK. 99669

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1. Homer Superior Court P(907)235-8171 F(907)235-4257
3670 Lake St Bldg A Homer, AK. 99603

2. Kenai Superior Court P(907)283-3110 F(907)283-8535
Trading Bay Rd. Suite 200 Kenai, AK. 99611

3. Kodiak Superior Court P(907)486-1600 F(907)486-1660
204 Mission Bay Rd. Rm 124 Kodiak, AK. 99615

4. Homer District Court P(907) 235-8171
3670 Lake St. Bldg A Homer, AK.

5. Kenai District Court P(907)283-3110
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6. Seward District Court P(907)224-3075
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435 S. Denali St. Palmer, AK. 99645

2. Palmer District Court P(907)746-8109
435 S Denali St. Palmer, AK. 99645

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1. Houston Police Dept.)373-8800
P.O. Box 940027 Houston, AK. 99654

2. Palmer Police Dept. P(907)745-3271 F(907)745-0930
231 W. Evergreen Ave. Palmer, AK. 99645

3. Wasilla Police Dept. (907)352-5401
1800 E. Parks Hwy Wasilla, AK. 99654

4. Matsu West State Troopers P(907)373-8300 F(907)373-8351
7361 w. Parks Hwy. #822 Wasilla, AK. 99654

5. Palmer State Troopers P(907)745-2131 F(907)746-2338
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OCS Matsu P(907)745-0704 F(907)745-0709
9255 N. Glenn Hwy. Palmer, AK. 99645

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2. Ketchikan Police Dept P(907)225-6631 F(907)247-6631
361 Front St Ketchikan, AK. 99901

3. Petersburg Police Dept P(907)772-3838
14 S. Nordic Dr. Petersburg, AK. 99833

4. Sitka Police Dept P(907)747-3245 F(907)747-1075
304 Lake St. Sitka, AK. 99835

5. Haines Alaska St Troopers P(907)766-2552 F(907)766-3265
P.O. Box 229 Haines, AK. 99827

6. Juneau State Troopers P(907)465-4000 F(907)465-3333
P.O. Box 111201 Juneau, AK. 99811

7. Ketchikan State Troopers P(907)225-5118 F(907)225-6568
7366 N. Tongass Hwy. Ketchikan, AK. 99901

8. Petersburg State Troopers P(907)771-3983 F(907)772-3906
P.O. Box 190 Petersburg, AK. 99833

9. Sitka State Troopers P(907)747-3254 F(907)747-7912
P.O. Box 1062 Sitka, AK. 99835

10. Wrangell State Troopers P(907)874-3215 F(907)874-3241
P.O. Box 757 Wrangell, AK. 99929

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Juneau KATH (907)929-9700 KJUD (907)586-3145
KTOO (907)586-1670 KXLJ (907)929-9700
Ketchikan KUBD (907)929-9700 KUBD-TV (907)929-9700
Sitka KSCT (907)929-9700 KTNI (907)929-9700
Petersburg KSFK-FM (907)772-3808
Juneau Empire (907)586-3740
Ketchikan Daily News (907)225-3157
Sitka Sentinel (907)727-3219

Office of Childrens Services

1. OCS Juneau P(907) 456-3191 F(907)465-3397
130 Seward St. Room 4006, Juneau, AK. 99811

2. Central Council of Tinglit and Haida Indian Tribes of AK
(907)586-1432
320 W. Willoughby St Juneau, AK. 99801

3. DHSS Office of Children Services
P(907)465-1650 F(907)465-1668
9107 Mendenhall Mall Rd. Suite 300, Juneau, AK. 99601

3. OCS Ketchikan P(907)225-6611 F(907)247-6611
415 Main St. Room 201 State Building, Ketchikan, AK. 99901

Law Enforcement

- | | | |
|---|----------------|----------------|
| 1. Juneau Police Dept | P(907)586-0600 | F(907)463-4808 |
| 625 Alaway, Juneau , AK. 99801 | | |
| 2. Ketchikan Police Dept | P(907)225-6631 | F(907)247-6631 |
| 361 Front St Ketchikan, AK. 99901 | | |
| 3. Peterburg Police Dept | P(907)772-3838 | |
| 14 S. Nordic Dr. Petersburg, AK. 99833 | | |
| 4. Sitka Police Dept | P(907)747-3245 | F(907)747-1075 |
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| 6. Juneau State Troopers | P(907)465-4000 | F(907)465-3333 |
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| 7. Ketchikan State Troopers | P(907)225-5118 | F(907)225-6568 |
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| 8. Petersburg State Troopers | P(907)771-3983 | F(907)772-3906 |
| P.O. Box 190 Petersburg, AK. 99833 | | |
| 9. Sitka State Troopers | P(907)747-3254 | F(907)747-7912 |
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| P.O. Box 757 Wrangell, AK. 99929 | | |

Southeastern Court System Continued

- | | |
|--|-----------------|
| 4. Ketchikan District Court | P(907)225-3141 |
| 415 Main St. Rm 400 Ketchikan, AK. 99901 | |
| 5. Petersburg District Court | P(907)0772-3824 |
| 17 N Nordic Dr. Petersburg, AK. 99833 | |
| 6. Sitka District Court | P(907)747-3291 |
| 304 Lake St. #203 Sitka, AK. 99835 | |

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CJUC - FM (867)667-6397 CHLA - FM (867)543-9522
CKRW - FM (867)668-6100

News Papers

WhiteHorse Daily Star (867)668-2002
Yukon News (867)667-6285
Yukon Sun (867)993-6311

Law Enforcement

1. Royal Canadian Mounted Police (867)667-5555
Yukom RCMP Headquarters
4100 4th Ave. Whitehorse, Yukon YTY1A1H5

Yukon Family and Childrens Services (H10)

Health and Social Services, Government (867)393-6204
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Dept of Justice Canada
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Whitehorse, Yukon Y1A 2B5

Yukon Area Court

1. Yukon Court (867)667-5441
2134 2nd Ave. Whitehorse, Yukon Y1A5H6

Part 3:

District-Level Crisis Avoidance and Management General Policy

Part 1: Crisis Avoidance

Every organization faces unexpected, serious challenges from time to time. Thriving organizations anticipate, research, and plan how to recognize, avoid and effectively deal with foreseeable “crisis” situations before they actually occur. More particularly, Rotary International’s 2017 youth guidelines require each district to maintain a current crisis management plan.

- 1_ Crises include both unexpected, sudden situations as well as existing long-term situations that slowly smolder until some triggering event. Both types of crises can be avoided or at least mitigated and their impact minimized by regular and thorough prior review of programs and procedures. The District Governor shall appoint one or more district members charged with regular review of District programs in this regard. Due to their prior experience, Past District Governors are preferred.
- 2_ Acute crisis situations likely involve unique factual situations. Hence, our emphasis is upon a flexible generalized approach that emphasizes prior scrutiny to identify and avoid the sorts of situations that give rise to potential crises, well-defined and robust communication plans, and the careful gathering of accurate information and feasible options. A flexible approach to crisis management is likely more useful than overly specific prior plans.
- 3_ Smoldering problems should be recognized and corrected/defused early.
- 4_ Generally, an organizational crisis can be viewed as a suddenly looming and significant event that threatens major acute and possibly long-term damage to an organization legally, financially, and to their reputation in the community, or by causing internal disruption and membership loss.
- 5_ Optimally, crises are avoided or at least mitigated to the extent possible. The goal of crisis management should crisis avoidance through prior internal review and preparation that recognizes and fixes potential problems before they arise.
- 6_ With appropriate periodic prior compliance, legal, accounting, and insurance reviews, and general due diligence, legal problems can be largely avoided by acting with integrity and with the guidance of experienced legal counsel while financial damage from third-party liability and internal financial issues can be largely avoided by good financial oversight and comprehensive insurance. Such compliance and policy reviews should be done on a regular basis overseen by the District Governor or designee.
- 7_ Potentially, all types of damage may threaten simultaneously arising from a crisis situation, but in a volunteer organization such as Rotary, reputational and internal organizational damage often also occurs and threatens Rotary.
- 8_ Reputational damage is of concern to Rotary International due to its potential impact upon membership recruitment and retention. Rotary’s long-standing reputation for integrity is one of its most important but fragile, assets.
- 9_ Rotary International provides a variety of materials pertaining to program guidelines (such as Youth Exchange protection requirements) as well as crisis and reputation management and mitigation. These should be used preferentially, with suitable additional local procedures, rather than completely reinventing the wheel.

Part 2: Management of Acute Phase of Crises

- 1_ Early, accurate, and regular communication is key to preventing/mitigating potential crisis situations from mushrooming into a crisis that threatens individuals with harm and that huts Rotary's integrity and its legal, financial, membership and reputational interests.
- 2_ The District Governor is the sole officer of Rotary International at the District level and is the person charged with management of crisis situations affecting the District.
- 3_ The District Governor may appoint a crisis management team that is appropriate to the situation.
- 4_ Crisis management decisions of the District Governor are the decisions of District 5010.
- 5_ The District Governor will, to the extent feasible in a situation, consult with affected stakeholders and District leadership to find a consensus solution consistent with law and RI policy.
- 6_ The District Governor or designee will keep the Zone Rotary International Director informed.
- 7_ It is always the policy of District 5010 to ensure the highest level of transparency and cooperation consistent with applicable law and government policy.
- 8_ The overall goal is to resolve problems amicably and promptly through internal District 5010 resources to the fullest extent possible while avoiding unnecessary embarrassment and injury to involved persons.
- 9_ A measured, carefully considered first response often avoids unnecessary escalation and provides the time for consultation and discussion that aids finding an optimal course of action and determining appropriate legal and media presentation.
- 10_ A measured, carefully considered initial response also provides opportunity to maintain critical internal consensus by allowing sufficient time for full information gathering and a well thought out initial response and course of action, with advisory input when deemed feasible or necessary by a prior-defined small group of experienced people such as PDGs who are members of the Council of Governors. This can be particularly useful with internal membership and organizational situations.
- 11_ Not uncommonly, dealing with potentially damaging situations requires thoughtful, careful interactions with affected Rotarians and internal stakeholders to evolve programs and procedures that defuse smoldering situations or latent problems before they occur and to minimize organizational and membership damage.

The District Governor shall be the person ultimately responsible for the content and presentation of information about a crisis situation to the public, to Rotary International, and to District 5010 membership. A crisis communications manager shall be appointed by the District Governor, preferably at the beginning of each Rotary year. Unless circumstances otherwise warrant, such communications manager initially shall be the sole point of media contact, acting on behalf of the District Governor. Contact and media materials should be in accordance with the Rotary media manual, attached, and prior approved by the DG or designee. Following the guidance in the attachment Rotary media relations publication is strongly encouraged.

- 12_ Except in instances where a possible crime may have occurred, all internal communications within District 5010 and its members regarding non-criminal crisis situations shall be deemed

confidential and privileged to the fullest extent allowed by law and involved parties are requested to respect that confidentiality.

- 13_ Any situation that may potentially involve a criminal act or matter involving youth shall be fully reported to the appropriate authorities at the earliest feasible time and Rotarians shall thereafter abide by any agency directive. In the instance where there may be a question about whether a potential act is criminal, advice will be promptly sought from experienced legal counsel admitted to practice in the jurisdiction.
- 14_ The District Governor is ultimately responsible for all affairs of District 5010 and should be fully informed of impending problems as soon as practicable. The DG may designate, if and as appropriate, a crisis management team that may include, without limitation, the Deputy Governor, the DG-Elect, the DG-Nominee, and the DG-Designate to handle various aspects under the DG's guidance.
- 15_ A team of at least three Past District Governors who are members of the Council of Governors may be continuously maintained to provide a sounding board and advice to District Leadership, if and when requested by the current District Governor.
- 16_ Unless otherwise directed, the default initial point of contact and reporting from the local Rotary Club level shall be the District Governor or a designee as the DG may direct.
- 17_ Reporting forms approved by the District Governor will be used to provide basic information to District leadership about the factual situation and the names and contact information for the involved persons.
- 18_ Email shall be the preferred means of follow up and detailed reporting so as to provide an audit trail. Initial contacts and reports and matters requiring a very quick decision are preferentially handled by direct telephone contact.
- 19_ Predefined communication channels, decision flow charts, a listing of all potentially pertinent contacts, and a communications plan that defines the level at which initial decisions are to be made, who should be contacted in various scenarios, who should receive informational copies, when District, Zone, and RI should be informed, and who might be consulted for advice and guidance, should be maintained, regularly updated, and used.
- 20_ Crisis avoidance and management plans should be generally reviewed and information updated at least annually, with a major District review at least every three years. Appointees and contact information shall be updated and verified annually.
- 21_ Except legal situations in which a crime may have occurred and which should be reported as promptly as feasible, most crisis situations of the sort that District 5010 might encounter do not require an instantaneous response. Hasty first reactions made before facts and ramifications are well-known often worsen a potential crisis situation, exacerbate the problem, and should be avoided when possible.
- 22_ In situations primarily involving internal disputes that may have an adverse effect upon membership, carefully considered consensus decisions are highly desirable. Hence, measured consensus decisions should be made only after the facts are accurately known.
- 23_ The crisis management team should continue to communicate effectively in real time with all affected parties. That allows affected parties to "stand down" and allows emotions to cool and

accurate information to be gathered. Decisions will be made at the appropriate level of District leadership after investigation and thoughtful consideration.

- 24_ The timing and scope of decisions and actions involving potential criminal matters or civil liability should be guided by the advice of legal counsel retained by the District and by the requirements of law enforcement.
- 25_ Good prior planning and pre-crisis management, prompt investigation, and honest communication are critical to maintaining the good reputation of Rotary in the event of a crisis that becomes a media or social media issue.
- 26_ Particularly when dealing with reputational and other public issues, it is important to show that District 5010 in fact had taken all reasonable prior due diligence and management/ program steps to avoid/mitigate the problem.
- 27_ Social media communications are beginning to predominate and require particular, skilled attention to quash troublesome “viral” rumors. See attached Rotary Social Media guide.
- 28_ Flexible and timely decision-making is strongly preferred.
- 29_ Rotarians who are concerned about a potential or pending problem, about the manner or content of a crisis management decision that may go awry, or about a “smoldering” issue are encouraged to promptly bring their concerns to the District Governor’ attention.

Part 3: Dealing with the Aftermath of an Acute Crisis

1. The aftermath of an acute crisis situation is typically a prolonged chronic phase in which organizational damage and relationships are repaired, inquiries made, and some sort of consensus resolution sought. Flexible, creative management of the aftermath phase may provide consensus to make lasting improvement.
2. Unless legal circumstances otherwise require, internal difficulties and disputes should not be broadly discussed nor posted to social media, so as to avoid embarrassment and hurt to involved Rotarians. Private discussion, mediation, and amicable resolution are highly preferred.
3. The aftermath phase may linger for a substantial time after the acute phase passes, possibly into future DG years. Hence, involving the entire current DG leadership team should be involved in devising a consensus long-term approach.
4. If and when appropriate, the District Governor may designate one or more Past District Governors to inquire into situations, find and report facts to the DG or designee, and make recommendations.
5. If and when appropriate, the DG may refer internal and membership matters to mediation by a panel of three Past District Governors who are members of the Council of Governors or by District 5010 members who are retired judges with mediation and case settlement experience.
6. The District will establish a mediation panel by later action.

APPENDIX 3-<"TO STIMULATE DISCUSSION AND IDENTIFICATION OF POTENTIAL PROBLEM AREAS

What are among the more likely crisis situations?

1. **Youth Exchange, RYLA, or other youth and interpersonal situations**
 - a. Abuse, inappropriate contact etc with an exchange student at District 5010 (may be physical, sexual, emotional, etc.)
 - b. Inappropriate or illegal conduct by an exchange student in District 5010 (Example - underage drinking, driving, suicide threat, violation of RI rules, etc.)
 - c. Injury, illness or mental health problems of an exchange student inbound to, or outbound from, District 5010 (Should verify RI exchange student health insurance coverage)
 - d. Abuse, inappropriate contact, etc. against a District 5010 exchange student (may be physical, sexual, emotional, etc.) when out of the District.
 - e. Inappropriate or illegal conduct by an exchange student from District 5010 (Violation of host country laws, underage drinking, driving, RI rule violation.)
 - f. Injury or illness of a youth program participant or an exchange student from District 5010 (Identify treatment facilities, verify health insurance and medevac.)
 - g. Allegations of assault, inappropriate or unwanted contact, or other improper interpersonal conduct arising in connection with Rotary and its activities.
 - h. Insufficiently vetted circumstances and program content likely to result in substantial and unwarranted community controversy.
2. **Examples of legal situations potentially affecting District 5010**
 - a. Possible legal liability exposure (Injury at, or as a result of, a Rotary event, violation of statutes such as handicapped access, serving alcohol to intoxicated persons, alleged discrimination or inappropriate conduct, disorderly conduct resulting in media embarrassment, libel/slander, or conflict of interest.
 - b. Criminal investigations or prosecutions arising from any situation and involving a Rotarian or someone involved with Rotary activity. This could affect the District and its leadership more generally in the event of any allegation of coverup or other potential obstruction of justice.
 - c. Violent incident at Rotary function such as beer festivals.
3. **Situations in which the District or clubs may have financial loss or exposure, with attendant reputational and organizational damage**
 - a. Embezzlement

- b. Unauthorized investments or other financial activities
- c. Financial failure of a major event or contractual dispute
- d. Financial failure of a club
- e. Cyber-security and identify theft/compromise of member information.
- f. Loss of district records and archives due to physical or electronic problem.

4. **Public relations and perception situations**

- a. Media and public perceptions arising from negative situations.
- b. Comments or non-criminal or non-liability actions of any person associated with District 5010/ clubs that tend to cause negative publicity or embarrassment to Rotary.
- c. Use of Rotary Logo in situations inconsistent with Rotary values and positions
- d. Circumstances in which a Rotary Club or Rotary member engages in partisan activity or unduly controversial social advocacy while identifying as a Rotary-sponsored event or as a Rotarian.
- e. In these circumstances, it is critical to reputational protection to honestly show that District has made reasonable prior planning and avoidance efforts.

5. **Matters affecting membership and the relationship between members, clubs, District, and RI**

- a. District, RI or Zone actions that threaten membership loss or significant internal disruption breach. See 2017 RI gun ban etc.
- b. Unresolved dispute between District 5010 and any club or between D5010 clubs or significant controversy between individual Rotarians that threatens Rotary goodwill and unity (a thought - D5010 has several retired judges and other legal professionals who could mediate if D5010 offered a quiet, private mediation service to those availing to it. Alternatively, a panel of three PDGs might be suitable for mediation.)

6. **Natural disasters or other widespread events impacting our District and its members.**

Continuity of operations and community assistance plan needed.

Earthquake, flood, tsunami, fire, etc.

APPENDIX"4: District level Resources to be developed and maintained:

1. Constantly informed D5010 spokesman who would be initial single point of contact with media. This probably should not be the DG per se, who will be busy dealing with actual situation and who probably should be at least somewhat insulated from being the primary press contact unless critically needed but should be rather his/her designee, a person professionally experienced in media and/or press relations. Use of a recent Past District Governor is preferable as that person should understand current District 5010 issues and policies.

Review of RI media relations policy, attached.

Regular media and social media surveillance for negative and incorrect comment or coverage and coordinated single on-message replies.

Social media team to get out accurate information prior to incorrect negative comment.

2. Develop and consensus-adopt D5010 policies on potential issues that could cause problems or embarrassment, and then provide to each club at PETS. These would be pro-active in preventing problems in the first instance, suggest appropriate corrective action, and also be available to media and law enforcement etc. to show that D5010 has appropriate policies and mechanisms in place.
3. District leadership and designee who would be initial point of contact with law enforcement.
3. List of pertinent social service and law enforcement personnel, including OCS, state and local police, District Attorneys, and Attorney General, along with contact information.
4. List of attorneys with appropriate expertise who would be on-call.
5. Pre-approved general response plans, including pertinent contact information and initial procedures, for above and similar substantive situations, such plans also to have been pre-approved by RI and by D5010 legal, business and insurers, and by pertinent law enforcement and governmental entities. Ideally, the first draft of such area-specific plans would be drafted by each committee and then forwarded to District Leadership for review, revision, coordination with other District substantive area plans, and adoption.
6. Annual insurance coverage review, not limited to third-party liability coverage, with initial claim and contact information for insurers and determination of areas where RI standard coverage is not sufficient. This should include cybersecurity insurance and what it covers.
7. Up-to-date copies of all pertinent RI policies and procedures provided to each club at PETS and signed off as read and understood. These would include all youth protection provisions, RI conflict of interest provisions, RI Master Brand control and protection provisions. RI guidelines themselves do not impose the general RI officer conflict of interest and other guidelines upon individual clubs, so District 5010 would have to develop simplified guidelines in these areas and then provide to District 5010 clubs with a strong recommendation to adopt.
8. Emergency contact information for proper persons at RI, US State Department, etc. This would include not only issues involving students but also injury/illness to D5010 exchange students in other countries, etc.

9. Ensure updated compliance with RI youth resource, exchange, and protection policies in conjunction with District Leadership liaison. Provide for standardized pre-screening and training for all persons working with Youth activities, including YE and RYLA.
10. Ensure safe emergency housing and legal protection for exchange students in D5010 and in areas where our students go for the year.
11. Periodic financial review plans, and list of financial planning, business consulting and audit services for clubs with contact information.
12. Surety bonding
13. Periodic review of each program area by pertinent volunteers in conjunction and liaison with DG's designee and pre-event "scrubbing" of major event programs a
14. Layered cyber-security hardware, software, and training, along with regular professional cyber-security review and cyber insurance, as well as frequent off-site data backup.
15. Prior designation of a group of PDGs on Council of Governors who can provide advice and guidance to current District Leadership and substantive program heads, as well as a sounding board for current District Leadership during times of crisis, neutral inquiry, and on-the-spot advice / decision-making if and when requested by current DG. These PDGs would be regularly briefed on current District activities and potential problem areas so as to be reasonably current.
16. Development of standard reporting forms for clubs to advise District leadership of potential problems and proposed solutions, similar to FEMA/ICM forms.
17. Develop basic inquiry and interventional strategies for various situations to aid initial leadership inquiry, information gathering, broad option development and response.
18. Hold practice simulations and exercises to train staff and expose weaknesses in crisis plan. Train and practice upper levels of District Leadership in slowing down and stabilizing internal crises prior to taking drastic alienating action before all available information has been ascertained and considered.
19. Create and disseminate a crisis communication plan, which should reach the relevant stakeholders, Zone and RI contact persons, identified crisis communication team members, roles, and responsibilities, a list of key media contacts, and a set of pre-approved, pre-fabricated messages for use during any variety of crises. A web-based system like Club Runner would work best if the above is pre-programmed for quick use as appropriate. Test and debug before actual need arises.
20. Mediators list
21. Checklist of initial crisis management actions, such as contacts to be made, applicable RI policies and procedures, etc.

Appendix 5: Pre-Crisis Preparation and Training

Rotary International Media Crisis Handbook

Noggin Corporation - Guide to Effective Crisis Decision-Making

Noggin Corporation - Social Media Crisis Handbook



ROTARY INTERNATIONAL®

Media Crisis Handbook

An effective media crisis plan is based, first and foremost, on the principles of truth, transparency, and sincerity. Nothing in your club's media crisis plan should compromise, or appear to compromise, these key principles.



When Reporters Call

A Rotary club has sponsored an exchange student from another country or hosted a Group Study Exchange team. Then the student or one of the GSE team members encounters an emergency. While club leaders work with authorities and relatives to resolve the situation, the news media get wind of the crisis, and the club is suddenly bombarded with interview requests. The resulting news coverage generates more attention and raises sensitive issues within the community. This scenario is familiar to many clubs worldwide.

When this happens, Rotary clubs normally have well-established procedures for dealing with crises: they cooperate with outside authorities and show compassion for the individuals and families involved. However, handling news media can be a challenge. The following guidelines aim to show how clubs can work with the media to get timely and accurate information out to the public during a crisis situation and prevent misunderstandings and misinformation that can jeopardize Rotary's reputation.

If a Crisis Develops

- Convene a crisis management team. Depending on the topic, the team might consist of the president, a committee chair, an attorney, and a media professional.
- Gather all the facts.
- Provide timely briefings to all Rotary stakeholders.
- Designate a Rotary spokesperson. This should be someone who is on top of the issue, communicates well, and is comfortable interacting with the media.
- Instruct all club members to refer press inquiries to the spokesperson.
- Prepare a statement that accurately states the facts, expresses Rotary's position, and conveys the appropriate tone (sympathy, apology, commitment, etc.). Update as needed.
- Develop key messages to help the spokesperson convey Rotary's position consistently and accurately.
- Contact the RI PR Division (847-866-3245 or 847-866-3237) immediately if you think the issue could spread beyond the local press and attract the attention of regional, national, or international media.

When the Media Contact You

- Respond to all media calls promptly. Ignoring media can contribute to unnecessary speculation. A media interview is a good opportunity to convey the facts and Rotary's position to the public.
- If you need time to confirm or update facts or to review the club's position, tell the reporter you will call back promptly.
- Be completely honest and truthful. Don't say anything you are unsure of. Do not cover up or make excuses.
- As a spokesperson, you represent Rotary. When you speak, you ARE Rotary. Avoid personal observations or speculations.
- Monitor the media's coverage of the issue for accuracy and tone. If Rotary is misrepresented, let them know via a call or a letter to the editor (but do not be defensive or discourteous).



Maintain the Proper Attitude during Interviews

- Accept the fact that a reporter's job is to ask difficult questions. Remain pleasant and be as accommodating as possible.
- Organize your thoughts and speak in short, simple sentences. Think of each as a headline, supported by facts and examples. Headline: "The safety of our Youth Exchange participants is our top priority." Support: "Every student completes a detailed orientation program; background checks are required for all adults in the program; etc."
- Strengthen your main message with a personal story: "As a parent of a student who has gone on an exchange, I know what it's like to worry about a child thousands of miles away."
- If the situation involves a police investigation or other formal proceeding, emphasize that Rotary is cooperating fully.
- Control your voice tone and body language to avoid coming across as defensive, nervous, or hostile.
- Always thank the reporter for his or her time and offer to be available for follow-up questions.



Mistakes to Avoid

- Avoid “off-the-record” comments. If you don’t want something reported, don’t say it at all.
- Avoid rumors, speculation, and personal opinions. Stick to the facts.
- Avoid jokes, especially when dealing with serious or sensitive topics.
- Avoid Rotary jargon and acronyms (DG, GSE, RYLA, District 1234) that the general public will not understand.
- Avoid repeating the negative portion of a question. If the question is: “Did your club fail to adequately protect the student?” consider an answer such as: “The safety of the exchange students is our highest priority.”
- Avoid the term *no comment* because it can carry a negative connotation. When possible, explain why you can’t answer a particular question (“Sorry, I don’t have that information.”) or say why you cannot comment (because an official investigation is in progress; a lawsuit has been filed, etc.). Then bridge back to an important point or key message.

Actions Speak Volumes

Dealing with the media during a crisis can be inconvenient and unpleasant, but Rotary club leaders have a responsibility to convey the facts and protect Rotary's image. If club leaders follow the principles of honesty, transparency, and sincerity, the media and the public will recognize and appreciate the effort.

Just as important: if a club offers genuine promises and follows through to resolve whatever problems are at hand — if the club takes action and shows to the people involved that Rotary cares — it will minimize the negative impact of the crisis and protect Rotary's positive image.

Example

Recently, a Youth Exchange student from the United States was reported missing in South America, prompting an international media crisis.

Rotary clubs in both regions worked closely with law enforcement authorities and quickly offered support to the student's family. At the same time, Rotarians named a competent spokesperson in each country to handle all media inquiries promptly and with honesty, sincerity, and patience. Moreover, the clubs notified Rotary International immediately and the RI president extended his personal concerns and best wishes to the family. Fortunately, the student was found safe five days later.

Thanks to the dedication of the involved Rotarians, a negative became a positive, and Rotary's image was enhanced, not tarnished, by the wave of international publicity generated by this incident.

Media Assistance from RI

The Rotary Public Relations and Media Relations staff is always available to consult with and assist your club, from helping develop an initial position statement to last-minute media coaching. Contact: 847-866-3245 or 847-866-3237.



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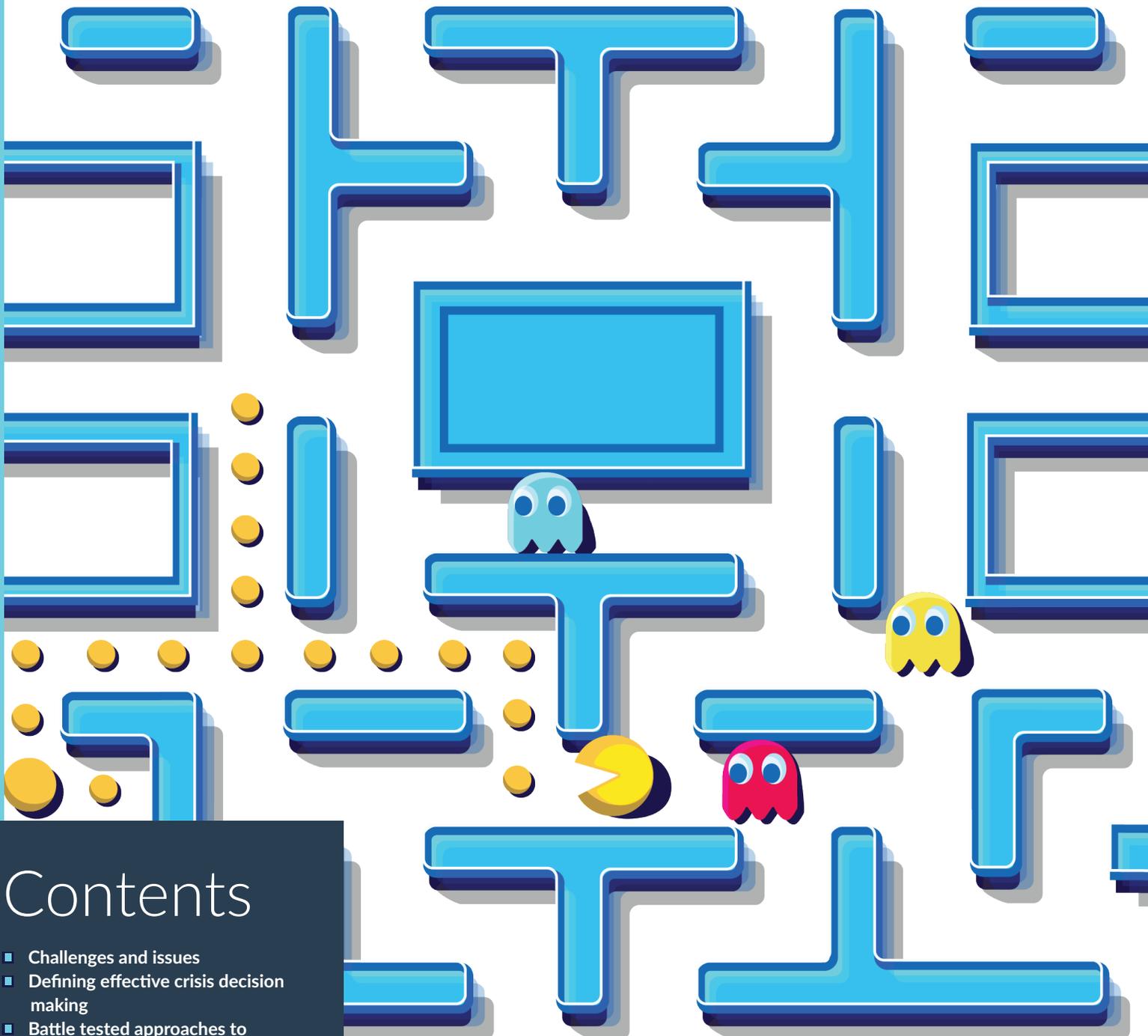
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The Definitive Guide to Effective Crisis Decision Making



Contents

- Challenges and issues
- Defining effective crisis decision making
- Battle tested approaches to effective decision making

Crisis decision making is not routine decision making...

...because Crisis happens **really fast**

1 Introduction

There's a truism about crisis – it happens when you least expect it. Sure, that goes without saying. But management across industry doesn't seem to be taking crisis preparation seriously, as epitomized by the fact that half of all global organizations have no crisis plan in place.'

Even those companies who've managed to lower their topline risk profile through crisis preparation aren't out of the woods yet. That's because when crisis finally strikes, it moves fast – really fast. Quick decisions are required. And those decisions will be made in a high-stakes environment (possibly the highest), where information is limited, stress is acute, and scrutiny is intense. Teams rarely make decisions in those conditions.

The specificity of crisis calls for a wholly different decision-making framework than the one practiced in everyday business. People don't often realize this. The decision making of everyday business, mostly learned through (low-stakes) trial and error, **relies on a standardized, problem-solving model.** The model is relatively straightforward. In it, the decision maker proceeds pretty linearly: problem-definition to intelligence gathering to further consideration to decision and finally to implementation.'

Standardized, problem-solving model Versus crisis problem solving?

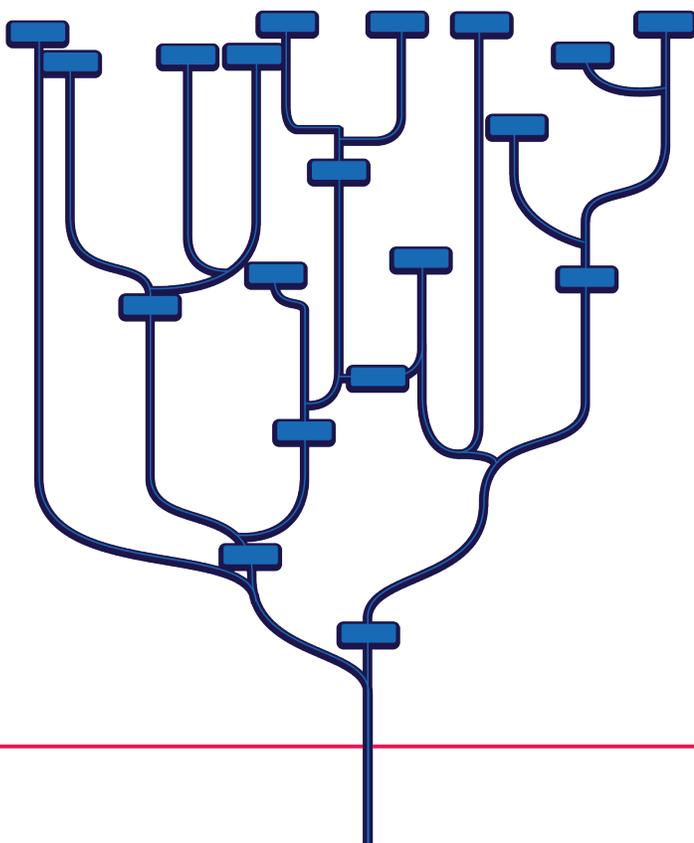
For Traditional decision-making

Linear decision making, like linear thinking, follows a known cycle or step-by-step progression, where a response to step A must be elicited before step B is taken.



For Crisis decision-making

Meanwhile, crisis decision making, unlike most traditional decision-making models, is marked by expansion in multiple directions, rather than progression in one. Crisis decision making is based on the concept that there are multiple starting points from which we could apply logic and prior experience to a crisis.



In Crisis you need to Match the pattern with past experiences

Not so with crisis. As highly ambiguous events, crises must be handled intuitively, *as well as rationally*. Here, veteran crisis teams often rely on pattern recognition to make effective decisions in crisis, i.e. matching the active crisis with past experiences and recalibrating their processes as the crisis evolves.

Clearly, not all (or even most) crisis teams will have a ready store of available patterns at their disposal. Luckily, improving your team's crisis decision-making capabilities doesn't have to entail direct experience of crisis. Having looked to best practices in the field and decision-making research (more broadly), this crisis decision-making guide can help as well. This definitive guide to effective crisis decision making will first lay out the most significant challenges to effective crisis decision making, before defining what effective crisis decision making actually looks like, and finally examining several battle-tested approaches to effective crisis decision making.

Ultimately, this guide hopes to help crisis teams understand the intricacies of effective crisis decision making so as to better prepare for crisis. So throughout, our mantra will be that crisis teams can and should learn from the experiences of others, as well as test those learnings in simulated crisis environments.

2 Challenges to effective crisis decision making

Let's face it. Decision making is hard, even in a non-crisis. If it were easy, important decisions in business would yield better outcomes. But they often don't. Just taking one example: 83 percent of mergers are unable to produce business benefit.¹⁰ In the M&A context, decision makers rarely lack for information, resources, or time. And they still manage to get it wrong more than four fifths of the time. What then can we expect in a full-blown crisis?

Part of the problem is that we don't fully comprehend the challenges to effective decision making, challenges which only get exacerbated in emergency or crisis. As humans, we're prone to behaviors that negatively affect our decision-making abilities. Those behaviors beget fairly consistent biases that contribute to ineffective decisions, which, broadly speaking, exhibit one of the two following characteristics:

A

Crisis decision makers use the wrong approach.

By nature, crisis decision making isn't clear cut. But matching your decision-making approach to the problem in question helps. Teams go awry when they make intuitive decisions based on non-intuitive problems or cognitive decisions based on non-cognitive problems. The same happens when teams fail to use systematic decision-making processes more generally.

B

Crisis decision makers succumb to cognitive bias.

Cognitive, or psychological, bias is the tendency to take action illogically. We read data selectively or defer to leadership too easily. Either way, psychological bias is the antithesis of measured judgment and makes for pretty poor decision making, especially during crisis.¹¹



Decision Derailers - the barriers that will contribute to poor decision making during a crisis

And it doesn't stop there. In fact, we're just scratching the surface. Under the big tent of ineffective decision-making structures falls a targeted class of decision derailers, or specific, behavioral barriers to rational decision making.^v Here's a broad taxonomy, as outlined by researchers, Guy Higgins and Jennifer Freedman:

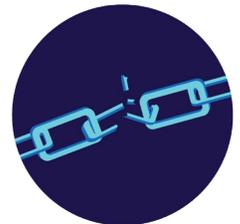
Altered perspectives (Framing, compelling stories, recent events).

This group of derailers consist of influencers that will give us an inaccurate reading of a certain situation. For instance, in crisis, decision makers will base decisions on compelling stories – even if the stories themselves are irrelevant to the active crisis. Similarly, decision makers can be biased by the most recent events, solely because those events provide the freshest memories.



Resistance (Escalating commitment, anchoring, loss aversion).

In crisis teams get tethered to a set course of action, from which they refuse to deviate. That's even when the situation calls for flexibility and recalibration. Then, teams might double down, or escalate their commitment, throwing more resources at a certain course of action when it's clearly not working. A subset of escalating commitment is anchoring, i.e. prematurely committing to the first piece of information, decision, or solution presented.



Organizational speed bumps (Excessive optimism, overconfidence, frequently).

This group deals with our propensity to prematurely cut off consideration of all possible options, either because we feel excessively optimistic or overconfident in the approach we've taken.



Informational pathologies (Confirmation and information bias, WYSIATI, failure to communicate).

Crisis puts sound communication and information-handling techniques to the test, exacerbating our all-too-human tendency to only accept information that conforms to our preexisting notions. Examples include: decision makers who limit their sources of data and information to “people in the room.” Meanwhile, seeking out a wide array of sources to avoid having to make a final decision is another deflecting technique. And finally, just because valuable information is available doesn't always mean that it will be transmitted to the relevant stakeholders. That's because crisis actors don't always communicate good findings, especially when they don't feel empowered to do so, or when those findings contradict the prevailing consensus.



Appeal to authority (Sunflower reflex, champion bias).

In crisis or emergency, teams often default to a superior's authority before making decisions. If that superior isn't present, teams tend to make decisions they think mirror the decision their superior would have taken (the sunflower reflex). Another derailing appeal to authority is deference to experience, which in and of itself isn't a bad thing – only when teams uncritically and unquestioningly privilege the decision of someone who's been there before (the champion bias).



3 What effective crisis decision making looks like

As reflexive behavioral patterns, decision derailers are easy to fall prey to, especially in a crisis situation. The crisis leader who can accurately identify and correctly diagnose those derailers in their team is better able to mitigate the possible effects when crisis flares. Those leaders will have to actively monitor bias during crisis simulations and check bias in themselves.

A

It is timely.

Decisions must be made in a time horizon, during which their execution will actually achieve the intended results. Simple enough, right? Well, crisis decision makers also have to actively resist the urge to commit to a course of action without a full understanding of the quality of their underlying sources. That would constitute a premature decision. Premature decisions aren't the same as timely decisions. Without a full (or fullish) picture, decision makers must defer action.

But there's a marked difference between deferring action to get a better picture of the quality of your intelligence and delaying action beyond a time window in which action should be taken. Effective decisions by definition aren't taken when they're too late to make a difference.



B

Information will have been shared efficiently to achieve it.

What's more, effective crisis decision making isn't just about mitigating. Teams should be able to visualize what effective crisis decision making looks like. By the way, that's an altogether different concept than understanding the stages of the crisis management lifecycle. An effective crisis decision will have two basic characteristics:

Teams must share and use information effectively across organizational boundaries, which means collecting, organizing, analyzing, and then deploying information as promptly and as usefully as possible. Bulk collection is of little value (it can actually be a derailer) unless that data can be shared in a usable way.

We can't emphasize enough how important efficient information flows are to effective crisis decisions. They allow crisis leaders to identify the broadest swath of practical options when crisis first flares, enabling decision makers to continuously choose

the best options as crises evolve. Rather than just picking from a narrow band of bad options.

Keeping a team's options open also helps when that team has to revisit decisions taken, as a fluid crisis evolves. Just think about it, at any one moment, a crisis team gets it "wrong." That's just the nature of the game. But with efficient information flows anchoring crisis decision making, decision makers can course correct more easily.

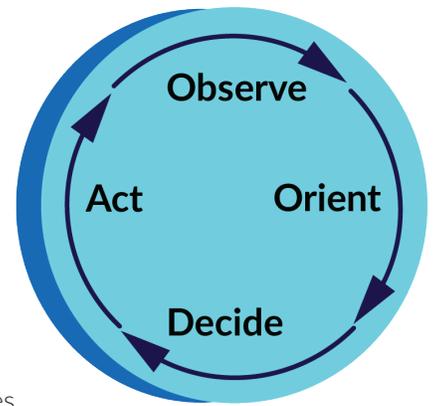
Effective crisis decision making might seem daunting. But all teams wield innate strengths. One of the biggest: the fact that individual members bring differing perspectives and experiences to decision making. That diversity of thought is simply invaluable in crisis decision making. The best crisis decision makers readily embrace differing opinions, alternatives, and streams of information. They ask the hard questions. They don't settle for the compelling story.

4 Crisis Decision making frameworks



The OODA Loop

The key to successful decision making is repeatability – working through flexible frameworks in a wide range of simulated situations. There's perhaps no crisis decision-making framework more famous than the OODA loop, also known as the Boyd Cycle. Named after the late-fighter pilot, John Boyd, the OODA loop identifies effective decision-making processes in fast-paced environments. It's based on the repeatable patterns the pilot himself observed during combat.^{vi} In the crisis decision making context, the OODA model works as follows:



Observe.

During this phase, crisis teams collect all relevant information available, intelligence data, reports, workflows, etc., in as thorough a fashion as possible given the restraints of time. At this point, the scope and severity of a crisis are gauged.



Orient.

From the relevant information given, crisis teams establish and maintain as complete an understanding of the situation as possible. This step puts situational awareness to the test, as crisis teams begin to comprehend the full anatomy of the crisis.



Decide.

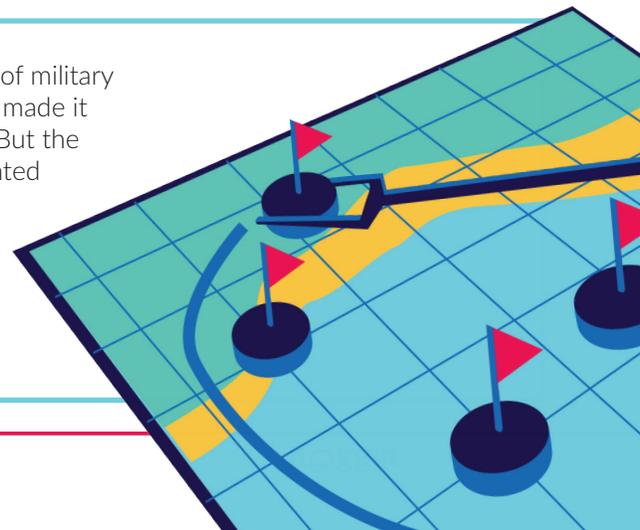
At this phase, crisis teams create plans and specific activities. They also anticipate what's going to happen next – given the information they have.



Act.

Now, crisis teams put their decisions into practice. However, the framework doesn't end there. Instead, it loops back to the observe stage, only now crisis teams must observe the results of actions taken.

Since its inception, the OODA loop has been a cornerstone of military planning. Its simplicity and malleability predictably have also made it a popular framework in emergency and crisis management. But the OODA model isn't without its limitations, as some have pointed out. For one, it privileges rapid response (speed) in less ambiguous situations.^{vii} It also works best for individuals or small teams. The speed to action it demands is simply more difficult to achieve with large teams or complex tasks.



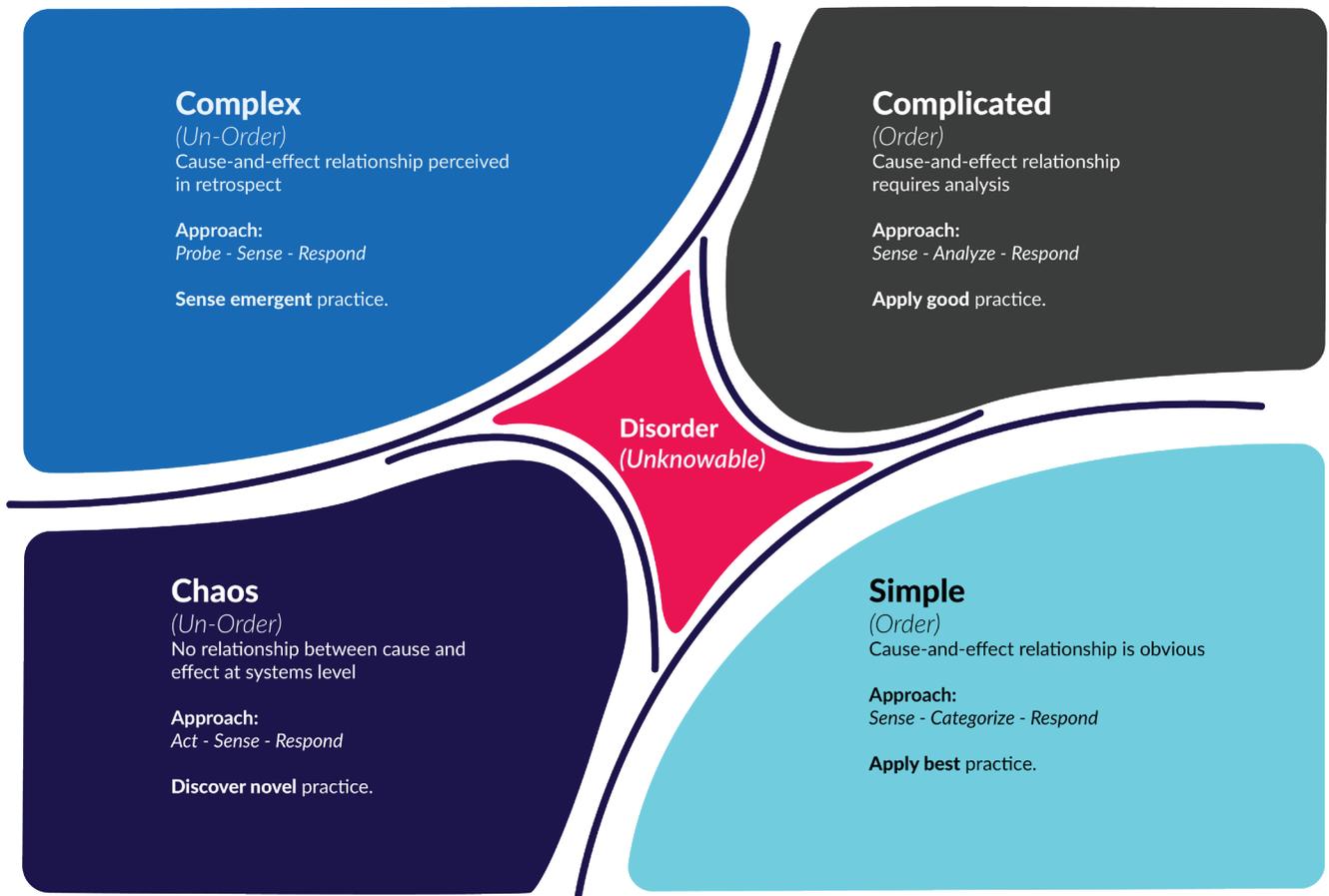
B The Cynefin Sense-making Framework

That's why researchers have introduced supplementary structures, like the Cynefin Sense-making Framework, which allows teams to better assess difference and increasing levels of uncertainty. This framework consists of four main domains of escalating complexity: simple, complicated, complex, and chaos.^{viii} As its goal, the framework seeks to help crisis teams "triage" the chaotic situation as quickly as possible, by turning it into a progressively simpler situation, where best practices can be easily brought to bear. Let's focus, therefore, on the most relevant quadrant, chaos:

In chaos, the crisis situation will be beyond a team's (direct) previous experience. So unknown or unrecognizable factors will affect how the turbulent situation unfolds. At this point, rather than entering the OODA loop at the traditional entry

point, Observe, crisis teams will "Act" first. From there, they'll proceed through to observe, orient, decide, and back again. That's because the initial move in a chaotic situation is to stabilize the situation, even before improving our (limited) understanding of it. Remember: this quadrant is fundamentally unordered. Crisis teams will have to go through various, quick cycles of the OODA loop to try to deescalate the situation.

The OODA loop and Cynefin framework are two great crisis decision-making structures. But you might want to develop your own, based on an assessment of your own unique risk profile. When building that framework, make sure it captures the following criteria for effective crisis decision making:



Create Your Own Crisis Decision Framework



Through the course of this guide, we've presented multiple theoretical frameworks which can and should inform your crisis decision making. But we know that you are the best judge of your own crisis decision model, so we've created a model framework that you can fill out. We've also provided examples (for a simulated, major reputational crisis) to help you get started.

Develop a broad range of alternatives

Example: Do we ignore the crisis? Put out a perfunctory press statement? Go on a full media blitz?

Choose the broadest range of feasible alternatives to deal with a reputational crisis at your firm.

See the value of each objective and evaluate consequences

Example: We risk exacerbating the crisis by focusing excessive media attention on it, but we also risk alienating our publics by appearing to do little or nothing.

List the pro's and con's of the alternatives you've chosen.

Thoroughly evaluate negative and positive consequences

Example: We're a publically- traded company. If we embark on a high-profile media blitz, we might see sharp declines in our share price.

Detail the consequences after weighing each alternative; use historical data when possible.

Seek out more informations

Example: We should consider consulting media strategists and sympathetic journalists to gauge early response.

Specify the sources.

Consider further facts and expert opinions

Example: We should examine social response via social media monitoring tools to detect patterns and trends.

Inventory relevant experts in the space.

Reexamine positive and negative consequences

Example: If our social sentiment score is cratering, a drastic, high-profile, multi-media blitz will be required.

Record how you've reassessed the consequences.

Develop a detailed plan for implementing your chosen course of action

Example: We need to develop a detailed corporate crisis communications plan to reach out to relevant publics and further media-train the company CEO as primary spokesperson.

Lay out your detailed plan.

Conclusion

As an important aside: by their very nature, frameworks can underplay some significant concepts. Please note then that effective crisis decision making, at its core, revolves around data. Acquiring data, turning it into actionable insights, and, of course, acting on those insights –as quickly as practicable.

So finally, when it comes to crisis decision making, make sure you have flexible, repeatable processes in place – processes that account for as full a panoply of crisis contingencies as there are. Hone those processes through a wide range of crisis simulations, because even the best-conceived plans can turn into a pig's breakfast in the field.

Also, never forget the outcome you're working towards. Having a strong crisis-management culture helps in this respect. So before making any decision, ask yourself what does success look like for my organization in this scenario? Communicate that answer with your team; then everyone will be on the same page.^{ix}

Citations

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A solution to manage critical issues and crisis response

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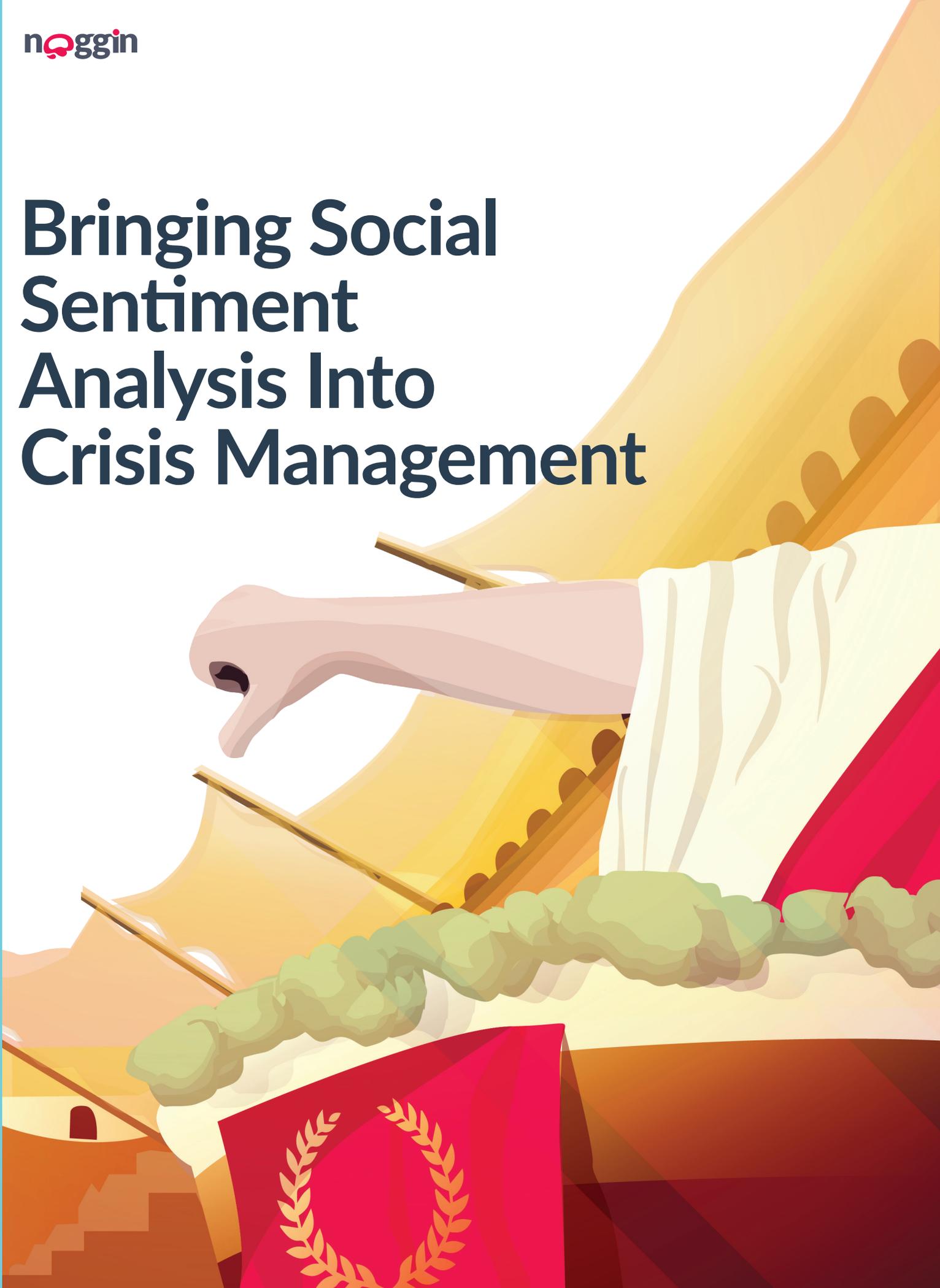
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Bringing Social Sentiment Analysis Into Crisis Management



1 Introduction



The challenges social media poses to business

It's a truism, but social media has changed the game for business. Formerly, customers, looking to react to what businesses were doing, had to go through traditional media sources or company-controlled communication organs. Not anymore. The prodigious rise of free, easy-to-use, social channels has leveled the communications playing field, perhaps forever. Now, smartphone-wielding consumers, seeking to vent their spleens, can escalate simple issues into full-bore crises – often in the space of single tweet.

Moreover, social media's runaway popularity (see the table below) means that businesses can no longer afford to ignore social channels. With the advent of the social net, consumers go to digital sources first when looking for information about a company. And what they read in those sources influences their final purchasing decision.

The numbers don't lie. A staggering 80 percent of consumers are influenced by online reviews, ratings, and comments. What's more, it's becoming increasingly more difficult for businesses to abstain from the social net while maintaining a competitive edge. Statistics show that companies with online customer reviews experienced an over 40 percent increase in business over companies that don't have any.

That's not the half of it. Social media isn't just changing the way information is proliferated, it's transforming the way information is received as well. Consumers have always trusted word of mouth. Just to put a fine point on it: 90 percent of consumers trust recommendations from others. But now, an online poster counts just (or nearly) as much as an actual friend, when it comes to potential influence over a purchasing decision. According to Pollara, 80 percent of adults are at least somewhat more likely to consider buying products and services recommended by friends, family, and authentic online consumers. Clearly, social media creates a proverbial landmine for companies. A fact born out in research that shows that persistent online negativity is one of the most damaging issues companies face. Left unattended, those issues boil over into crisis. So what are companies doing about it the social threat?

The social revolution: Facts and figures

- The typical American uses three of the eight major social media platforms
- Facebook is quickly closing in on the two billion user mark
- Two-thirds of Americans are Facebook users; and three quarters of those users frequent the site daily
- Twitter has around 330 million MAUs (Monthly Active Users)
- YouTube has a billion MAUs
- Three-quarters of U.S adults use YouTube, including nearly 95 percent of 18-24-year old's
- Yelp receives an average of 29 million mobile app unique users



The role of social media sentiment analysis

Companies are indeed attuned to the unique threat social media poses to their brands. By now, many businesses wield pretty advanced, AI- or Natural Language Processing-powered software to measure important social indicators, like social media sentiment, the perceived positive or negative mood being portrayed in a social media post or engagement.

Specifically, these tools monitor conversations on a company's social channels, so as to determine their deeper context. The resultant analysis gives businesses a data-driven understanding of what their constituents really feel about the company and brand, analytics which can help inform response to incidents. On the whole, sentiment analysis offers the following benefits:

- Provides audience insight, helpful in terms of gathering market intelligence.
- Supports customer service, especially if negative sentiment is linked to specific products or experiences.
- Helps inform corporate messaging, by giving Marketing and PR teams target audience intelligence before those teams respond to incidents.

When social media sentiment analysis doesn't effectively predict and monitor crisis

Sentiment analysis tools can quickly clue companies in on critical issues and potential crises. So problem solved, right? Well, not exactly. It's often too late by the time crisis management and business continuity teams learn about the incidents and crises picked up on by sentiment analysis tools.

That critical time lag is a function of where sentiment (and other social) analysis tools sit in an organization and what benefits those tools are procured to deliver. John Ludlow, senior advisor at the global professional services firm, Alvarez & Marsal puts it this way: "You have lots of people in communications listening to what newspapers and Twitter are saying and responding to it. That's not the best way to react over time. You shouldn't just be relying on the comms department to bat away nasty stories, you need to grow a capability in the company that understands and predicts the risks."

Ludlow is getting at a larger point. Social sentiment tools, though obviously helpful to the task of critical issues and crisis management, get procured to measure social marketing effectiveness and brand sentiment. That's why those technologies get housed in Marketing, Communications, and/or PR – in other words, teams that steward the company brand.

Of course, there's nothing wrong with the fact that marketers get technologies to support their efforts. But for crisis teams who could also make ready use of these social listening tools, it's worth stopping to inquire whether a company's brand management goals do, in fact, align with its critical issues and crisis management objectives. The fact that they don't might help to explain why brand stewards and crisis managers don't effectively share critical intelligence about the social threat environment.



“You shouldn't just be relying on the comms department to bat away nasty stories, you need to grow a capability in the company that understands and predicts the risks.”

Brand isn't reputation: reputation poses the existential risk

Let's start by defining what brand is actually. Legendary advertiser, David Ogilvy described the concept as "the intangible sum of a product's attributes." We can say that brand is the perception people have about a company, product, or service, or what they think about or feel when they hear a company name – not just the factual information, but also the emotional content. What's more, brand measures a company's recognizability as well as how strongly that company is associated with attributes that consumers care about, like luxury, familiarity, ruggedness, individuality, etc.

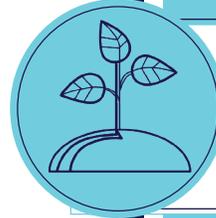
It's not uncommon to hear business leaders use brand and reputation synonymously. No doubt, brand management and reputation management share common ends, namely mobilizing positive sentiment about a company. But there are some pretty fundamental differences. Companies (in general) and crisis teams (specifically) need to understand those if they want to get reputation management right – and there's quite the price to pay for getting it wrong.

Brand is focused on the customer, where reputation is all about the credibility that the company commands among a broad set of audiences – not just customers, but also employees, investors, regulators, journalists, communities, etc. A strong brand doesn't guarantee a good reputation; neither does a good reputation equate to a strong brand.

Reputation doesn't differentiate a company from its competition in the way that brand does. Reputation is the baseline all companies need to maintain in order to remain viable. Reputation, like operating capital, lies at the very crux of organizational value, and therefore implicates every department in reputation risk management. What's more, reputational loss can have catastrophic consequences for companies; here are some examples:



How a bad reputation threatens your business



Loss of current or future customers, which leads to lost revenue and/or increased customer acquisition costs



Loss of top-talent, which increases recruitment costs and/or lowers workplace productivity



Loss of current or future business partners, which can lower efficiency and raise costs



Increased cost of capital funding via credit or equity markets



Increased regulation, including fines or penalties for infractions



Social media monitoring for effective reputation management

Effectively managing reputation involves proactively identifying exposures, perils, and hazards to a company's reputation, assessing them in terms of likelihood and severity, and finally exercising risk control. An ever-growing part of that threat picture is social media.

But most companies are woefully unprepared though. Between companies that misallocate the technologies to thwart or mitigate reputational damage, only 33 percent of companies are prepared to manage reputation threats on social, even though just as many companies actually experienced a social-media based reputation threat during the past 12 months. Faced with such an important threat vector, companies have yet to incorporate social monitoring software into their critical issues and crisis management toolkit, where it belongs.

Instead, reputation management gets bundled with brand management and shunted off to Marketing. That's even despite the fact that many reputational crises bubble up in different parts of the business. So what can companies do to develop reputation management as a critical business continuity capability? Here are some strategies to get started:

A

Figure out what drives your reputation.

Companies rarely understand what goes into shaping their reputation – is the business known for providing exceptional customer services, selling cutting-edge products, being a trend setter? Companies need to know what's driving their reputation. Once they've figured out what those factors are, companies should enshrine those findings as cultural values across the entire company.

B

Apply social monitoring technology but spread the wealth.

Social media monitoring technologies shouldn't reside exclusively in Marketing. If companies have a critical issues, crisis management, and/or business continuity function, those teams need social media monitoring tools to better understand the threat environment on social media and to monitor reputational impact during a crisis. Ideally, those reputation monitoring capabilities will come integrated into the critical issues and crisis management software they use already.

C

Plan out your response.

And finally, when a reputational crisis does occur, everyone needs to be ready. Achieving this level of preparedness should be part of a broader crisis management and crisis communication plan and process. Again, social media will be a key component of this plan as well. Companies should have pre-scripted responses (which they can modify) to share on their social channels. Social media monitoring technologies will also help teams measure the effectiveness of their responses (on social channels) and recalibrate accordingly.



Conclusion

Social media has changed the playing field, making companies more transparent to their constituencies than ever before. That transparency gives publics a hitherto unprecedented ability to affect a company's reputation – one of the most valuable assets a company has, but also one of the easiest to lose. In the words of Warren Buffett, "It takes 20 years to build a reputation and five minutes to ruin it." Businesses, be warned. Zealously guard against reputation damage with a company-wide commitment to reputation management anchored by integrated reputation monitoring technology.

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A solution to protect your reputation and initiate response instantly



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