



COWBOY COUNTRY ROTARY YOUTH EXCHANGE
ROTARY INTERNATIONAL DISTRICT 5440
Long-Term Youth Exchange



CRISIS MANAGEMENT PLAN

The health, safety and security of our program participants and volunteers is our highest priority. Though emergency situations are rare, youth program participants may be especially vulnerable during natural and human-caused crises. This document has been developed to serve as an important procedural resource to assist District 5440 and Cowboy Country Rotary Youth Exchange (CCRYE) volunteers and participants respond effectively when a crisis occurs in order to minimize risk and help ensure the safety of all, to the greatest extent possible.

This document was revised substantially to comply with Rotary International requirements set forth in 2020 in response to the COVID-19 global pandemic. This document includes Crisis Management Procedures that apply to a broad range of crises and an additional section with additional COVID-19 Management procedures. This plan incorporates Rotary International's "Guidelines for Youth Exchange Emergencies", the additional safety measures stipulated in the 2020 RI Board of Directors decision and are consistent with U.S. Department of State exchange visitor regulations. The format was based on a template developed by NAYEN (North American Youth Exchange Network) in cooperation with RI staff.

A crisis involving Youth Exchange may involve international students hosted in District 5440, or District 5440 students hosted in overseas Districts. The crisis may involve an individual student, a group of students, the student's host family or an entire community. Host districts have primary responsibility for responding to crises within their district. This document focuses primarily on crises involving students hosted in our district. There are sections that address issues involving outbound students.

Crises can take many forms, for the purpose of this document a crisis is any event or period that will lead, or may lead, to an unstable and dangerous situation affecting an individual or group involved with youth exchange. This includes youth or volunteers including host families.

It is important to distinguish between problems and crises. Common problems include a student losing their passport, failing a class in school, experiencing homesickness or a minor illness such as a cold or the flu. Problems should be dealt with by the host family with help from the Club Counselor and Club Youth Exchange Officer. The CCRYE Country Representative for the student can assist the club in resolving problems and may consult the CCRYE Committee Chair to determine if a situation should be treated as a crisis. It is important that Rotary volunteers not allow a problem to escalate into a crisis due to inattention or inaction to address the problem.

A crisis may be widespread or may directly affect just one person. People may even be affected by a crisis that occurs far away. What is common to all crises is that they cause stress, disruption, and pain. Underlying all crises is a need for action to protect the student(s) and or volunteer(s) and rapid, open communication among Rotary volunteers to share information and act in the best interests of the student and Rotary volunteers.

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District 5440 RYE Cowboy Country Rotary Youth Exchange Crisis Management Team

24-Hour Emergency Contact Numbers:

Dirk Miller – CCRYE Committee Chair – 307-274-2812, dirkdmiller@gmail.com

Beth VanDeWege – Outbound Chair – 307-630-2441, bethvandewege@gmail.com

Terry Collins – Inbound Chair – 307-254-3914, rotarymama@gmail.com

Dave Bostrom – Responsible Immigration Officer – 307-431-5909, dbostrom45@gmail.com

John Daily – District Protection Officer – 307-690-4559, jhscientific@gmail.com

Unless otherwise noted, the CCRYE Committee Chair will be the point person for contact during a crisis. All inquiries shall be directed to them. Crisis Management Team Members are expected to respond immediately upon notification. If the Chair will not be accessible via the listed contact information, they will provide temporary contact information to the CCRYE Committee. In the event the Chair will be inaccessible, another member of the Crisis Management Team will become the contact person and leader of the Crisis Management Team. Crisis Management Team Members will endeavor to remain accessible in the event of an emergency. If members will be away and not accessible (checking phone messages and e-mail), they will notify the Chair of their absence.

Depending on the nature of the crisis, other individuals may be named to assist.

Types of Crises

Accidents. Vehicular crashes, poisoning, house fires, falls, sports injuries, etc. that may require serious medical attention.

Physical health emergencies. Various types of physical health emergencies can arise that may not be accident-related but require medical attention, such as hospitalization for an ongoing medical condition, drug or alcohol overdose, etc.

Mental health emergencies. Mental health emergencies may include (but are not limited to) disruptive or psychotic behavior, severe depression or withdrawal, drug or alcohol abuse, suicidal or homicidal ideation, threats, or attempts, and self-harm.

Crime or violence. Incidents such as assault, robbery, shoplifting, or rioting can occur anywhere, and may be either committed against or by program participants.

Missing person. Young people may be perceived as “missing” due to miscommunications about activities or plans. Although rare, abduction, kidnapping, hostage-taking (including ransoms), or homicide can still occur even under the safest of conditions.

Outbreak of illness. An epidemic is an outbreak of a contractible disease that spreads at an abnormal rate. A pandemic is an epidemic whose spread is global.

Natural disasters. District 5440 is susceptible to various natural hazards, including wildfires, floods, tornados and earthquakes.

Political or civil instability. Ongoing government instability, a sudden rebellion or revolution, or violent demonstrations, can pose immediate or long-term health and safety risks. This is less likely to happen in District 5440.

Terrorist threat or attack. An act or threat of terrorism is the deliberate use of (or threat to use) violence against civilians. This includes shootings in the community or a school.

Death. In rare but extreme circumstances a young person may die as a result of a crisis or from natural causes.

Types of Response

Preparation helps Rotary members effectively and efficiently respond to an event, minimize its impact, reassure all who are involved, and recover. Each crisis is unique and it is not possible to describe all possible scenarios in this plan. We have generalized different types of responses and provided guidance for the initial response. The response to each incident will require judgement based on the level of risk a given crisis is posing (or may pose) to individuals' health, safety, and security.

Information is provided to guide the initial response to each of the categories below. Additional communication is required once the initial response has been completed.

- **Physical Health Emergency.** Incidents requiring immediate medical attention for the student
- **Mental Health Issue.** The student is not physically injured but is suffering from a mental health issue of some sort. This may be acute or chronic and requires attention.
- **Crime Involving a Student.** Incidents where a crime is committed against or by the student or there are allegations of sexual harassment or abuse committed against or by the student
- **Host Family Issue.** Student not injured or at risk but housing unstable (host family health problem, host family home damaged, host family member accused of a crime) so that the student must be moved to another home.
- **Community Emergency.** Incident impacting the community or neighborhood where the student lives (wildfire, flood, tornado, etc.), civil instability or terrorist incident. These require quick action to evacuate or seek shelter. May evolve into a host family issue if the host family home or community is extensively damaged by a flood or fire and the student can no longer stay
- **Epidemic or Pandemic.** An outbreak of illness that impacts a community or region but student isn't sick (if sick treat like a physical health emergency)
- **Death of a student.** The worst possible crisis that we all hope we never encounter.

Crisis Communication for Youth Exchange

Hosting exchange students takes a team and in times of crisis it is particularly important to rely on team members for help. All persons should recognize and appreciate that timely, accurate and concise information is critical to effectively manage the situation. Please keep this in mind when providing information relating to a crisis. The scope of the response will vary depending on the specific crisis. CCRYE provides a Student Data and Emergency Contact Form that provides important contact information relevant to every student including people in District 5440 and their sponsor district. That information is also available in the YEAH database through the hub or the YEO portal and phone app.

Communications chain

When a crisis occurs, things need to be done quickly. To avoid duplication and confusion the CCRYE Committee Chair will serve as Crisis Management Officer unless they are unavailable. They will work

with the Crisis Management Team and District Governor to designate a Crisis Management Officer if they are unable to serve. The Crisis Management Officer will ask for assistance from the affected Club(s), the Crisis Management Team and anyone else needed to accomplish the required tasks.

Host families have the most contact with students and consequently are most likely to be the first to learn about a crisis. It is important that they take appropriate steps to resolve any critical issues to care for the student and stabilize the situation when possible. Once that has been done, they should communicate with their local Rotary contacts, Club Youth Exchange Officer (YEO) or Club Counselor, if possible. Every inbound and outbound student is assigned a CCRYE Country Representative based on their country. The Country Representatives are the first point of contact on the district committee for inbound and outbound students from those countries. If there is a crisis the Club YEOs and Club Counselors should contact the CCRYE Country Representative for their student, the Chair of CCRYE or other members of the crisis management team. If a crisis arises during a District event when all the inbound students are together the same communication guidelines apply and CCRYE is reminded to communicate with the host club and host family.

It is preferred that host families not contact the natural parents until the situation has stabilized and the crisis management team has been contacted. It is often helpful with language barriers for CCRYE to communicate with Rotarians in the student's home country and have them contact parents. During the initial resolution of the crisis, it is most important to communicate with people who can help resolve the situation. Natural parents are generally not in a position to assist. However, with the communication tools available today, the natural parents may learn about many crises from the student before the host family does.

General Communications Guidance

Once the initial response steps described in the Crisis Management Procedures are underway, make sure crisis communication steps within this section are followed.

Throughout the crisis there are several things to keep in mind:

- Remember to stay calm and be objective. Your response can set the tone and help de-escalate a crisis. Keep the 4-way test in mind in all of your communications.
- Remember there are many different versions of an event (e.g., 2 sides to every story). Be impartial and fair and listen to everyone before jumping to a conclusion.
- Keep everyone apprised while respecting privacy. Rotarians directly involved in youth exchange and host families need to know the full details of any situation. Communication with others should be limited and we should always respect the privacy of the student and others involved.
- Continue to communicate as the situation evolves until it is fully resolved. Don't forget to provide updates after the initial flurry of communication. Even if things have not changed there will be a lot of people wanting to know. Uncertainty creates anxiety. It is okay to say we don't know. It can be reassuring to students and families to know that we haven't forgotten them even if we don't have any new information.
- If any laws were broken or if there were allegations of sexual harassment or sexual abuse (whether the student was the victim or perpetrator) there may be additional legal obligations and privacy concerns so be cautious about speaking to others about the situation. We need to cooperate fully with authorities. We must also maintain confidentiality for the student and anyone who might be accused of a crime.

- Remember to communicate with the student and support them, even if they screwed up.
- In some situations, the student may end up returning home (that decision is made by CCRYE). The host parents and host club YEOs are asked to communicate any details with CCRYE as plans develop for the student to return. We can help the student with travel plans and CCRYE is sometimes left out of those communications.
- If there are medical expenses remember that the students have insurance and the host club and host parents should not pay any bills. The CCRYE Country Representative can help with insurance details, be sure to communicate with them if there are any questions or problems.
- If there is media coverage of the situation be sure to follow the media protocols below. In almost all cases that should be left to the crisis management team and District 5440 leadership.
- CCRYE and the crisis management team will handle all communications with Rotary International, Department of State and the Consulate /Embassy for the student's home country if needed.
- CCRYE needs to remember to communicate with and support other exchange students. It is possible some of the students will know about it before we do but we still need to communicate with them. In the absence of any facts, they will manufacture their own.

Speaking to the Media. In the event of a media inquiry, request for comment, interview, or other details related to a crisis, the designated media spokesperson shall be the Crisis Management Officer or designee. Please refer the media to them and inform the designated spokesperson of the media inquiry with contact information. All volunteers should be instructed as part of their crisis training to not respond to or otherwise comment on a crisis situation and rather refer all inquiries to the designated spokesperson. All volunteers should refrain from commenting on or otherwise sharing published content involving a crisis and refer the inquiry to the designated spokesperson.

Reporting. Following the initial response to the incident, the CCRYE Committee Chair, with the help of the Crisis Management Team, Country Representative and the relevant Club YEO(s), will write a report of the incident for submission to the District Governor. Depending on the nature of the crisis it may be necessary to provide a report to Rotary International, the Department of State and the relevant Embassy/Consulate.

Crisis Communication Procedure – Inbound student in District 5440

This guideline addresses an emergency involving an individual student or a group of inbound students.

As a follow up to the initial crisis response the Host Club YEO shall contact the CCRYE Country Representative or CCRYE Committee Chair immediately and provide the following detail as a minimum:

- Name of local Rotarian to be contacted in this specific emergency and necessary contact information.
- Host Club name.
- Name and Home country of student or students involved.
- As much detail as possible involving the crisis.

The CCRYE Committee Chair will:

- Immediately contact all members of the District Crisis Management Team and pass on the crisis information.
- As necessitated by the nature of the crisis, request team members to contact or research information relative to the crisis.
- The CCRYE Committee Chair or designee will be responsible for notifying the District Governor and for keeping them updated throughout the crisis.
- The CCRYE Committee Chair or designee shall notify their Sponsor District counterpart and request that they notify their district leadership and the student's natural parents.
- Continue to keep all members of the District Crisis Management team informed and advised of the crisis status.
- Ensure that all incidents, including but not limited to, accidents, death, early returns, and crimes, and any allegations of abuse or harassment are reported to Rotary International and the Department of State within 72 hours of the time a district officer learns of the incident.
- The CCRYE Committee Chair or designee shall notify all other members of the CCRYE Committee not affected by the crisis and keep them updated throughout the crisis.
- As necessitated by the nature of the crisis, the CCRYE Committee Chair shall notify the respective Embassy/Consulate for the student.

Crisis Communication Procedure – Outbound student from District 5440

This guideline addresses an emergency involving a District 5440 student hosted by an overseas District.

As a follow up to the initial crisis response the person who receives the information shall contact the CCRYE Committee Chair immediately and provide the following details as a minimum:

- Name of student involved.
- Sponsor Rotary Club.
- Host District number (overseas) and contact information for Rotarian(s) knowledgeable about the situation.
- The nature of the crisis and as much detail as possible involving the crisis.

The CCRYE Committee Chair will:

- Immediately contact all members of the District Crisis Management Team and pass on the crisis information.
- As necessitated by the nature of the crisis, request team members to contact or research information relative to the crisis.
- The CCRYE Committee Chair or designee will be responsible for notifying the District Governor and for keeping them updated throughout the crisis.
- The CCRYE Committee Chair or designee shall notify parents of the outbound student. If they have already been contacted the Chair should still contact them to provide support and exchange information. It is important to establish communications with the parents and continually update one another.

- The CCRYE Committee Chair or designee shall notify their Sponsor Club YEO in District 5440 and keep them updated throughout the crisis.
- Continue to keep all members of the District Crisis Management team informed and advised of the crisis status.
- Ensure that all incidents, including but not limited to, accidents, death, early returns, and crimes, and any allegations of abuse or harassment are reported to Rotary International and the Department of State within 72 hours of the time a district officer learns of the incident.
- The CCRYE Committee Chair or designee shall notify all other members of the CCRYE Committee not affected by the crisis and keep them updated throughout the crisis.

Supporting Young People During a Crisis

Young people may require additional support, mental health counseling, or medical attention during or immediately following a crisis.

It is important to check-in with young people who have experienced a crisis themselves as well as others who may have been present during an in-person emergency or who may also be indirectly impacted (friends, family, or others close to someone who experienced a crisis). The following procedures should be followed during a crisis and immediately following a crisis:

- Assess the physical, mental, and emotional state of young people directly or indirectly impacted by a crisis
- Be supportive but also respect the young person's right to privacy or confidentiality if there is no reporting requirement.
- Schedule a follow-up with anyone directly or indirectly impacted by a crisis with an appropriate person (Club counselor, district Youth Protection officer, etc.)
- Offer additional support services if needed.

Crisis Management Procedures

General Guidance for Initial Response

Stabilize the situation. Take action to protect the student, family or whoever needs protecting. You may need to call an ambulance, fire department, police or remove the student from a home or situation when in danger. If you are with a group of students assign someone to supervise the students who are not involved. Many times, you will learn about the situation after the fact when you are contacted by a host parent, Rotarian or the student involved. In those cases, some of these steps will be less relevant but you can still check with whoever contacts you to see if they have thought through those steps.

Take a few minutes to make a plan. Once the initial situation is stabilized, take a few minutes to make a plan of action. Think about what you need to do BEFORE doing something without a plan. Follow the relevant steps with this document. Make notes of the time, date, and student involved regarding what happened. In your notes answer the questions of who, what, where, when, how, etc. The few minutes you take now will help everyone from this point forward.

Contact the crisis management team. Call the CCRYE Committee Chair or another member of the Crisis management team as soon as you can. Apprise them of the situation and your plans. Members of that team have experience in these situations and can assist. They will contact the District Protection Officer, District Governor, and others as needed once you've contacted them.

Initial Response for Physical Health Emergencies

Physical health emergencies can take many forms. Some points to consider prior to responding.

- If there are multiple youth exchange students ensure that the other students are being supervised while attending to the needs of the injured person(s).
- Be sure the site is secure and move the injured person(s) to safety if needed.
- If there are mental health or crime aspects to this emergency be sure to refer to those sections below for other things to consider as you respond to the crisis.

When an incident first occurs, use the information in this section to respond. Additional communication is required once the initial response has been completed.

- Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident.
- Immediately contact emergency medical services if it is a serious injury.
- Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed and the student can be safely moved.
- If the injury does not warrant calling emergency medical services you should monitor the affected person(s) and contact emergency medical assistance if necessary.
- If the person(s) is transported to a hospital or emergency medical facility, designate an adult volunteer to accompany them and other adult volunteers to supervise remaining youth program participants (if there are multiple youth exchange students).
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above.

Initial Response for Mental Health Emergencies

Mental health emergencies can take many forms. Some points to consider prior to responding.

- If there is a physical injury be sure to follow the guidelines in the section on Initial Response for Physical Health Emergencies.
- These are one of the most challenging crises with exchange students. It is often very difficult to distinguish between normal teenage behavior, normal homesickness and a mental health crisis. Youth exchange volunteers are encouraged to monitor students closely and not wait to respond until problems turn into a crisis.
- Sometimes family or friends observe changes in a person's behavior that indicate an impending crisis. Other times the crisis comes suddenly and without warning. Behaviors of a person experiencing a crisis can be unpredictable and change without warning.
- Signs of an impending crisis include: inability to cope with daily tasks; rapid mood swings; increased agitation; isolation from school, family and friends; abusive behavior; unexplained physical symptoms; or being out of touch with reality.

- A person in the midst of a mental health crisis cannot always communicate their thoughts, feelings or emotions clearly. They may find it difficult to understand what others are saying.
- Advocating for a person in the midst of a crisis can be frustrating and difficult. Do not try to handle this alone. The CCRYE Committee Chair and members of the crisis management team can help you advocate for the student.
- Review the communications section in this document. Points made there that are particularly important for mental health issues are to maintain privacy and confidentiality. But don't err so far on the side of confidentiality to ignore the situation. Other Rotarians in the communication chain need to know if there is a problem.

When an incident first occurs, use the information in this section to respond. Additional communication is required once the initial response has been completed.

- If you are worried that a student is in or nearing a crisis, seek help.
- Evaluate the situation before deciding who to call. Is the student in danger of hurting themselves or others? Do you need emergency assistance? Do you have time to start with a phone call for guidance and support?
- Manage your own response and stay calm, your response can set the tone and help de-escalate a crisis.
- Contact law enforcement if you feel there is immediate risk to the student or others.
- It is important to empathize with the student's feelings and communicate with them.
- Do not leave the student alone during a crisis.
- Create a safe environment by removing any and all weapons and sharp objects. Lock up all over-the-counter and prescription medications. Talk with others in the home about how to stay safe during a crisis.
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above.

Initial Response for Crimes Against Students or Committed by Students

There are many possible scenarios where a crime was committed or alleged to have been committed. Some points to consider prior to responding.

- If there is a physical injury be sure to follow the guidelines in the section on Initial Response for Physical Health Emergencies.
- If a student is missing and it is not due to miscommunications about activities or plans it should be treated as a crime until resolved. If the student is a "run away" it should be treated as a crime if it cannot be resolved quickly.
- Any allegations of sexual abuse or harassment should be treated as a crime. Follow the Abuse Allegation Reporting Guidelines later in this document whenever there is an allegation.
- Review the communications section in this document. Points made there that are particularly important when a crime was committed are to maintain privacy and confidentiality and to get all sides to the story.

- There are situations where laws are broken that may not seem like a crisis. Any violation needs to be reported to the Country Representative or CCRYE Committee Chair. For example, if a student is driving when they are prohibited and are involved in a minor car accident with no injuries or receive a traffic citation it still needs to be communicated immediately to CCRYE.
- In some circumstances there are crimes where the student is arrested for something they have done. Other times someone else is arrested. Regardless of the situation be sure to communicate with the appropriate law enforcement authorities and cooperate with their investigation.

When an incident first occurs, use the information in this section to respond. Additional communication is required once the initial response has been completed.

- Immediately contact law enforcement if they have not been contacted.
- If the student was sexually assaulted be sure to get medical attention including any criminal documentation (e.g., rape kit).
- If the student was the victim of a crime be sure to provide counseling and emotional support.
- If a crime was committed by a host family member you should immediately move the student to another approved, fully vetted family. Help the student get the possessions needed in the short term and help later with a move of all their possessions.
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above.
- If the student is in jail, try to talk to them so they know you are aware of the situation. If possible, get their version of the story. Advise them that CCRYE will be contacting their home country Rotary contacts and their natural parents to determine what steps should be taken to hire legal counsel.

Initial Response for Host Family Crises

There are many possible scenarios where a problem with a host family can become a crisis. Some examples include situations where there is a host family health problem, the host family home damaged, or a host family member is accused of a crime.

- If a crime has been committed be sure to follow the guidelines in the section on Initial Response for Crimes Against Students or Committed by Students.
- There can be situations where a host family member experiences a health problem that requires short term placement of the student and others when the student must be moved permanently.
- On some occasions there is damage to the host family home that requires the student to be moved.
- Some situations require immediate evacuation of the home such as a house fire or a crime committed in the home such as a shooting or domestic violence. Those situations are also covered in other sections and you should check those for additional actions.

When an incident first occurs, use the information in this section to respond. Additional communication is required once the initial response has been completed.

- Support the student and host family.

- If immediate evacuation is required be sure the student has possessions required to get by in the short term. Make plans to get all their possessions after the crisis has subsided.
- Get the student moved to an approved, fully vetted family.
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above

Initial Response for Community Emergencies

There are many possible scenarios for community emergencies that impact a youth exchange student. Situations that impact the community or host family neighborhood include natural disasters such as wildfires, floods or tornadoes or human caused incidents such as shootings, civil instability, or terrorist incidents.

- These situations require quick action to protect the student. Some require immediate evacuation and others require sheltering in place.
- These can end up as a host family issue if the host family home or community is extensively damaged and the student can no longer stay.
- It is common that the host family or school has to act immediately without consulting with Rotarians.
- There can be situations where the crisis develops slowly enough to allow for planning and evacuation or relocation can be completed before it the crisis arrives (e.g., wildfire outside of town, civil unrest develops, etc.). In those situations, Rotarians are encouraged to monitor the situation and take proactive steps to get the student to safety.
 - Activate the crisis management team to monitor developments, prepare for and plan for the next level of severity.
 - Communicate with volunteers, students and their parents on how the emergency is impacting/has impacted the community. Create awareness and educate stakeholders on how to protect themselves, and to assure them that the situation is being monitored by the crisis management team.
 - Continue to monitor developments, including any alerts and updates issued by federal, state and local government agencies for further guidance.
 - Develop a specific plan, including students and volunteers, based on the criteria identified should the emergency spread and communicate this plan to all.

When an incident first occurs, use the information in this section to respond. Additional communication is required once the initial response has been completed.

- If you are with the student, take steps to get them to safety. In the case of a tornado or shooting it probably requires sheltering in place. If there is a flood or fire everyone needs to evacuate. Take the appropriate steps to keep the student safe.
- In most cases Rotarians learn about these after the initial steps have been taken. Take some time to learn where the student is and if they are safe.
- Support the student and host family as appropriate. That may require getting the student to temporary safe housing.

- If the student needs to be placed in another home be sure to follow the guidelines in the section on Initial Response for Host Family Crises to move the student to an approved, fully vetted family.
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above

Initial Response for Epidemic or Pandemic

We have all experienced the COVID-19 Pandemic. We may face a similar situation from a new pathogen or the ongoing impacts of COVID-19. Rotary International required that this plan include a specific section on COVID-19 which can be found later in this document in a section titled Additional COVID-19 Management Procedures.

- Most of the crises we will face are acute in nature (e.g., physical health emergency, crime, tornado, etc.), they happen quickly and can be resolved relatively quickly. The unique thing about an epidemic is the long, persistent nature and the need for ongoing attention.
- Another challenging aspect of pandemics is the uncertainty and need for regular communication.

When an incident first occurs, use the information in this section to respond. Additional communication is required once the initial response has been completed.

- If the student contracts COVID-19 or another pathogen be sure to follow the guidelines in the section on Initial Response for Physical Health Emergencies.
- These can end up as a host family issue if a host family member contracts the pathogen. In that case follow the guidelines for Initial Response to Host Family Crises. There is additional information on this subject below in the Additional COVID-19 Management Procedures.
- Support the student and host family as appropriate.
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above
- Consult the section Additional COVID-19 Management Procedures.

Initial Response for the Death of a Student

This is the worst possible situation. The following steps apply and the crisis management team will handle the vast majority of them.

- Ascertain that the deceased is the exchange student.
- Contact the CCRYE Committee Chair or other member of the crisis management team if the chair is not available as described in the communications section above.
- Support the student's natural family, host family, host club and other exchange students.
- The CCRYE Committee Chair will contact the student's parents and home district Rotary contacts. Be sure they communicate with their District leadership.
- The remaining steps will be made in coordination with CCRYE Committee Chair, Country Representative and crisis management team. Additional information can be found near the end of this document in a section titled CCRYE Committee Information in Case of The Death of a Student.

Additional COVID-19 Management Procedures

In June, 2020, the Rotary International Board of Directors met to provide guidance and stipulations to districts who choose to participate in Rotary Youth Exchange during the COVID-19 pandemic. These procedures are intended to ensure compliance with these stipulations. This section includes additional considerations and requirements for those situations related to COVID-19 or another pandemic that comes in the future.

This crisis management plan was reviewed by local health authorities listed in the Administrative Details section. These procedures should be evaluated if there are changes in COVID-19 or if a new virus is declared a pandemic.

The CCRYE Committee Chair shall be responsible for leading the health and safety issues related to RYE in District 5440. They may designate another Rotarian to advise and assist on health and safety issues.

CCRYE will track and report developments that affect the living conditions, health, and safety of Inbound and Outbound students.

- At least once every two weeks, a CCRYE designee will review updates from the following organizations to determine changes in travel restrictions, quarantine and isolation requirements, health protocols, border closings and other changes:
 - US Department of State [Travel Advisories](#)
 - Centers for Disease Control (CDC) [updates for Coronavirus](#)
 - State Coronavirus website
 - Local health district / authority
- The CCRYE Country Representatives are responsible for communications with the hosting club for all inbound students from the countries they are responsible for. The Country representatives will also be the primary communication conduit with exchange partners hosting an outbound student from our district. The Country Representative will check with the Host Club YEOs to check the living situations for each inbound student and their exchange partners for outbound students to:
 - Inquire about any new risk factors in the students' living situations; for example, someone in the host family home being exposed to the virus, which results in quarantine.
 - Inquire about host family dynamics; for example, student behavior or concern about the amount of time spent at home if school is not in session.
 - Inquire about any changes in the community or at school which might elevate risk factors for virus exposure.
 - Inquire about any changes in policies or requirements from local public health agencies and school the student attends.

During the pandemic, regular communication is critical for making decisions and protecting the health and safety of students and volunteers.

- The Outbound Chair and Country Representatives identify a point of contact within each of our active overseas partner districts for the purpose of communicating any information relevant to each student, including COVID-19 developments.
- On a bi-weekly basis (or less frequently depending on the severity of the conditions), the Country Representatives will send a report to the CCRYE Committee Chair with changes in living conditions, health or other circumstances impacting each inbound and outbound student in their care. Changes impacting host families, or volunteers will also be reported.
- The CCRYE Committee Chair who will share information with the committee, District Protection Officer and District Governor when deemed significant. They will provide periodic updates even if there has been no change.
- Additionally, as frequently as needed, the CCRYE Committee Chair will communicate significant developments that might warrant immediate action and/or a crisis management response to the CCRYE Committee, District Protection Officer and District Governor. If warranted, invoke the crisis management procedures and communication protocols described above.

Travel during a pandemic is very challenging and may not be allowed at certain times. One of the biggest challenges in 2020 when the COVID-19 pandemic struck was trying to get students home.

- In the event that travel plans are disrupted and Outbound and Inbound students must stay longer in their host country, Visa and Insurance can become an issue. Visa extensions can be secured, and insurance policies can be extended in one-month increments. Country Representatives will work with each student in their care to address those issues. The Responsible Immigration Officer, Inbound Chair and CCRYE Committee Chair will coordinate with the Country Representatives, our travel agent It's Your World, Travel! and our insurance agent CISI-Bolduc to identify timeframes, expiration dates and other issues specific to each student.
- If the decision is made to send a student home it is important to coordinate travel carefully. Travel itineraries should be shared as soon as available. Transportation to and from the airport and contingency planning for delays while in route should be planned in advance. On the day of travel, identify points of contact from the host district, the sponsor district, the natural family and the host family. Remain in contact with the student during their journey. The points of contacts should also be in contact with each other to assist and mitigate any issues that arise during the student's journey. Make sure to confirm arrival at destination, and share this information with CCRYE and the exchange partner.

COVID-19 Exposure Protocols

- If a student contracts COVID-19, escalate to the Crisis Management procedure.
- If a student is exposed to someone who has COVID-19 it must be reported to the Country Representative and CCRYE Committee Chair.
 - Communicate quarantine and isolation expectations with the Student and Host Family, in consultation with the National, State, and Local guidelines and mandates.
 - Work closely with the Host Family to make sure they have the resources to support this situation.
 - Report initial status to Natural Parents and Sponsor District Chair.

- Monitor Student and Host Family status on a daily basis for 15 days and weekly for the next month.
- Report status and status changes CCRYE Committee Chair and Natural Parents.
- If someone living in the Host Family household contracts COVID-19 it must be reported to the Country Representative and CCRYE Committee Chair.
 - Encourage the Host Family to enforce an isolation protocol for this member of the household, as described in guidelines and mandates from National, State, and Local government and public health authorities.
 - Work closely with the Host Family to make sure they have the resources to support this situation.
 - Discuss the possibility of moving Student to the Backup Host Family.
 - Monitor Student and Host Family status on a daily basis for 15 days and weekly for the next month.
 - Report initial status to Natural Parents and Sponsor District Chair.
- If a member of the Host Family household, other than the student, is exposed to COVID-19 (but not diagnosed) it must be reported to the Country Representative and CCRYE Committee Chair.
 - Encourage the Host Family to enforce testing and quarantine protocols for this member of the household, as described in guidelines and mandates from National, State, and Local government and health authorities.
 - Report initial status and status changes to Natural Parents and Sponsor District Chair.
 - Monitor Student and Host Family status on a daily basis for 15 days and weekly for the next month.

If Local or State Authorities restrict travel, gatherings, or business openings it must be reported to the Country Representative and CCRYE Committee Chair.

- Encourage the Host Family to comply with guidance and mandates from National, State, and Local government and public health authorities.
- Evaluate whether this impacts any of the Student's plans for upcoming travel or activities and support them as they mitigate any issues
- Work closely with the Host Family to make sure they have the resources to support the changing situation.
- Monitor Student and Host Family status on a bi-weekly basis during this time.
- Report status and status changes to Natural Parents and Sponsor District Chair.

If a student's school closes or ceases hybrid on-line and in-class model the Club YEO must report that to the Country Representative and CCRYE Committee Chair.

- Evaluate whether this impacts any of the Student's plans for upcoming travel or activities and support them as they mitigate any issues

- Work closely with the Host Family to make sure they have the resources to support the changing situation.
- Discuss the possibility of terminating the exchange early.
- Monitor Student and Host Family status on a bi-weekly basis during this time.
- Report status and status changes to Natural Parents and Sponsor District Chair.

Host Club Preparedness

- Host Clubs must remain vigilant in monitoring developments within their community and with their host families' homes. During the pandemic, it's paramount that the Club YEO and Club Counselor remain in regular contact with the student and host families to monitor the living conditions and experience for both.
- A trained and vetted Backup Host Family must be available at all times. When the Backup Host Family is called upon to host the Student, the Host Club must identify, train, and vet a new Backup Host Family immediately.
- Updates to the Student Data and Emergency Contact Form must be made immediately and communicated within 48 hours to all parties on that form.

Additional Rotary International Board of Directors requirements related to COVID-19.

- The following criteria must be met in order to proceed with participation in the RYE Program during the COVID-19 pandemic. If any of these criteria are unmet, the exchange must be canceled or postponed until they are met.
 - Students must be enrolled in a school that is in session and operating normally upon arrival in the host district.
 - Student and Natural Parents are comfortable with the Student traveling to the Host District.
 - Travel is possible and allowed between the two countries.
 - Host District is in compliance with Rotary International guidelines for RYE participation.
 - Host District Governor is agreeable with RYE participation.
 - Host District RYE Chair and Committee are willing to receive the student.
 - Host Club is willing to receive the student.
 - Host Club has a fully trained and vetted RYE committee that includes a YEO and Counselor.
 - Host Club has a trained and vetted Host Family and Backup Host Family who are able to receive the student on short notice in the event that the Host Family's situation changes due to COVID-19.
- The decision to terminate an exchange due to COVID-19 may be made by any of the following individuals.
 - Student
 - Natural Parents or legal guardian(s)

- Rotary International Board of Directors and Staff
- Host District Governor
- Host District RYE Chair
- Sponsor District Governor
- Sponsor District RYE Chair
- Reasoning for termination due to COVID-19 may include, but is not limited to the following:
 - Growing infection rates place higher risk on Student and Volunteer within the Host Community
 - Medical Care capacity is deemed insufficient for volume of infections within the Host Community
 - School closures
 - Changes in restrictions for travel and gatherings from national, state and local government and health authorities
 - Border and/or travel options between host country and sponsor country are slated for closure, impacting ability for Student(s) to return home at their regularly scheduled date or within the Visa and Insurance effective dates
 - The Host Club is unable to maintain an active roster of trained and vetted volunteers, including YEO, Counselor, Host Family, and Backup Host Family

Consistent with direction from the RI Board of Directors, District 5440 has a Memorandum of Understanding for Early Termination of Exchanges that describes the roles and responsibilities regarding early termination of an exchange including financial responsibility. Each exchange partner, student and their parents must sign that agreement prior to the start of the exchange.

Incorporate information from this document into CCRYE training materials for inbound and outbound students, host families and host clubs. Include reference to CRC best practices to reduce the risk of contracting COVID-19 including knowing how the virus is spread, hand washing, mask wearing and social distancing.

Abuse Allegation Reporting Guidelines

Rotary International, District 5440 and CCRYE are committed to protecting the safety and security of all youth program participants and will not tolerate abuse or harassment. The safety and well-being of program participants is always a top priority. All allegations will be taken seriously and must be handled within the following guidelines.

Definitions

Emotional, psychological or verbal abuse – The use of fear, humiliation, or verbal assault to control the behavior of another. Examples include rejecting the person, preventing them from developing normal social relationships, and making derogatory statements about their race, religion, abilities, intellect, tastes, or personal appearance.

Physical abuse – Physical contact intended to cause pain, injury, or other physical suffering or harm.

Neglect – Failure to provide the food, shelter, or medical or emotional care that is necessary to well-being.

Sexual abuse – Engaging in or arranging implicit or explicit sexual acts. This includes pressuring someone to perform a sexual act alone, or sexually engaging directly with another person of any age or gender through force or coercion, or with anyone who is unable to give consent. Any sexual activity between a legal adult and a minor or youth program participant, or any nonconsensual sexual activity between peers, is considered sexual abuse. Sexual abuse can also include offenses that don't include touching, such as voyeurism, indecent exposure, stalking, electronic harassment, or showing a young person sexual or pornographic material.

Sexual harassment – Sexual advances, requests for sexual acts, or verbal or physical conduct of a sexual nature that is unwanted or directed at someone who is unwilling or unable to consent. In some cases, sexual harassment precedes sexual abuse and is used by sexual predators to desensitize someone or accustom them to inappropriate behavior. Examples of sexual harassment include:

- Sexual epithets or jokes, written or spoken references to sexual conduct, gossip about someone's sex life, or comments about a person's sexual activity, deficiencies, or prowess
- Giving private or secret gifts, including those of a sexual nature
- Verbal abuse of a sexual nature
- Display of sexually suggestive objects or images
- Sexual leering or whistling
- Inappropriate physical contact, such as intentionally brushing against a person
- Obscene language or gestures, suggestive or insulting comments

Grooming – Establishing an emotional connection with someone to lower their inhibitions and gain their trust with the intent to be sexually abusive.

Consent – An informed, knowing, and voluntary permission for something to happen, including sexual activity.

Receiving a Report of Abuse or Harassment

Any adult to whom a program participant reports abuse or harassment must:

- **Listen attentively and stay calm.** Acknowledge that it takes courage to report abuse or harassment. Be supportive, but remain neutral; do not express shock, horror, or disbelief.
- **Assure privacy but not confidentiality.** Explain that you will have to tell someone about the abuse or harassment to make it stop and to prevent it from happening to others.
- **Get information, but don't interrogate the participant.** Ask questions that establish facts: who, what, when, where, and how. Reassure the young person that they did the right thing in telling you. Avoid asking why questions, which may be interpreted as questioning the young person's motives, implying they are at fault, or suggesting that you don't believe them. Remember that your responsibility is to report this information to the proper authorities.
- **Be nonjudgmental and reassuring.** Avoid criticizing anything that has happened or anyone who may be involved – even the accused, because it could be someone they care about. It is especially important not to blame or criticize the young person. Emphasize that it was not their fault and that they were brave and mature to come to you.

- **Be patient and understanding.** A person who has experienced trauma might find it difficult to talk about the details of their experience. Encourage them to report as much as they can or as they feel comfortable discussing. Try to minimize any need for them to explain their experience again.
- **Document the allegation.** Take confidential notes that include details such as dates and locations they reference, as soon after the report as you can. Try to use the young person's exact words.

Responding to an Allegation

The following steps must be taken immediately after alleged abuse or harassment is reported. Some of them may be performed by any program volunteer. Others, as specified, should be performed by a district officer.

- **Protect the young person.** Ensure the safety and security of the young person by removing them from the situation immediately and preventing all contact with the alleged abuser or harasser. Reassure the young person that this is for their safety and is not a punishment.

Take immediate action to safeguard the young person's health and well-being, and get them medical or psychological care, if necessary. If both the person who reported the problem and the person who is accused are young people, provide support to both of them.

- **Report the allegations to appropriate authorities.** Immediately report all cases of abuse or harassment – first to the district youth exchange committee chair for investigation and then to club and district leaders. The investigation of alleged abuse or harassment must be left entirely to law enforcement agencies. All investigations must be conducted by authorities that are not affiliated with Rotary.

In most situations, the first Rotary contact is the district youth exchange committee chair, who will be the liaison to and seek guidance from the appropriate agencies. If the allegation involves this individual, the district governor or district protection officer should be the main Rotary contact.

The district and CCRYE will cooperate with police and legal investigations.

The district has researched local, state or provincial, and national laws related to youth protection, including reporting allegations, and notes the following legal requirements, of which all volunteers must be aware and they are attached as Attachment A of this policy.

- **Remove the accused person from contact with youth.** The district will remove the alleged offender from all contact with Rotary youth program participants until the matter is resolved.
- **Remove the student from the host family home if warranted.** Remove the student from a host family if the student makes an allegation against a host family member. Move the student to another host family that was screened in advance.
- **Avoid gossip and blame.** Do not tell anyone about the allegation other than those who need to know. Take care to protect the rights of everyone who is involved during the investigation.

The district maintains the privacy (as distinct from confidentiality) of any person who has been accused by enforcing the following procedures:

- **Follow up and implement safeguards.** All Rotary member and nonmember volunteers who know about an allegation must make sure that RI is informed of it within 72 hours. A district

officer will provide ongoing status reports to RI.

The district will also make sure that the parents or legal guardians of the participants (whether they are accused or making the accusation) have been notified. The district will refer all involved young persons to an independent, non-Rotary counselor who can provide them professional emotional support

If law enforcement agencies will not investigate, or if the investigation is inconclusive, the district governor will appoint a committee to coordinate an independent review to ensure that district youth protection policies were followed, confirm that youth safety was treated as the highest priority, and determine whether any changes to district procedures are needed. This review is not responsible for determining the validity of any allegations. That can be done only by youth protection agency personnel or trained law enforcement professionals.

If a district investigation into a claim of sexual abuse or harassment is inconclusive, then, for the safety of youth participants and the protection of the accused, additional safeguards must be put in place to assure the protection of any youth with whom the individual may have future contact. If there are subsequent claims of sexual abuse or harassment, the adult shall be permanently prohibited from working with youth in a Rotary context. A person who is accused but later cleared of charges, may apply to be reinstated to participate in youth programs. Reinstatement is not a right, and no guarantee is made that he or she will be reinstated to his or her former position.

When the district is notified of the outcome of any investigation by law enforcement, whether criminal or not, it will contact everyone involved in the incident. The district will document all allegations and accusations, as well as the final outcome and the actions taken to resolve the situation. Patterns of inappropriate behavior must be identified and addressed.

Administrative Details

De-escalating a Crisis and Declaring a Crisis Resolved

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

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

Debriefing

Immediately following a resolved crisis, a crisis simulation, or a narrowly avoided crisis, the Crisis Management Team shall conduct a debriefing. Other Rotarians involved in the crisis may also be included, as necessary. The purpose of the debriefing is to ensure the response protocols were followed, if there are any action steps needed as a result of a crisis resolution, including, but not limited to, making updates to the crisis management plan and conducting emergency training. The CCRYE Committee Chair shall be responsible for ensuring that any actions recommended as a result of the debriefing are implemented.

Updating the Crisis Management Plan and Emergency Training

It is important to review the crisis management plan regularly. The plan shall be reviewed and updated if needed at the start of each new Rotary year, following any changes to leadership or other youth protection policies or as a result of recommendations from a debriefing following a resolved crisis, a crisis simulation, or a narrowly avoided crisis.

Emergency (unscheduled) trainings shall be conducted as follows:

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

Training

District 5440 provides training related to crisis management for its Youth Exchange students and volunteers at the annual Inbound Orientation, outbound orientation and volunteer training through in person or webinar delivery. Certain circumstances may arise that lead to additional training.

Planned and Unplanned Simulations

For the purpose of testing for readiness in the event of a crisis, the District Governor may initiate a planned or unplanned simulation of a crisis. The following guidelines will be followed during both a planned and unplanned simulation: It will be clearly identified that the crisis is a simulation and there is no immediate risk to young people or volunteers.

A crisis simulation shall not be conducted during an active crisis or immediately following a resolved crisis. A crisis simulation shall not be conducted during a scheduled conference, training event, planned group travel, or other event so as to avoid confusion. The district governor will confirm when the crisis simulation has ended. The Crisis Management Team will immediately conduct a debriefing session as outlined in this plan.

External Agency Review

Rotary International Board of Directors requires that “the crisis management plan must be reviewed and/or developed in consultation with a local health authority” as well as other external agencies. The following external agencies contributed to, reviewed, or provided information that contributed to this Crisis Management Plan.

Date of review(s)	Local Health Authority and Contact Person	Notes
April 2022	Dr. Larry Meuli, retired Wyoming State Health Officer and Laramie County Health Officer	Reviewed and made a few suggestions that were implemented

Document Change History

The following modifications have been made to this Crisis Management Plan.

Change Date	Change Summary	Contact Person
23-Oct-2020	NAYEN Draft document provided for others to adapt	Mike Markley
22-Apr-2022	Created updated draft for District 5440 incorporating content from previous Crisis Management Plans, RI documents and the NAYEN template.	Dirk Miller

CCRYE Committee Information in Case of The Death of a Student

These steps are a reminder for the CCRYE Committee Chair, Country Representatives and crisis management team.

- The CCRYE Committee Chair will contact the student’s parents and home district Rotary contacts. Depending on the language skills of the CCYRE Committee Chair it may be best to find someone who speaks the appropriate language or speak with Rotarians in the student’s home country and have them talk to the parents or serve as a translator. Remind the home district Rotarians to communicate with their District leadership.
- Check with local police for local regulations and obtain a copy of the police report if appropriate.
- Consideration must be given to the religion of the deceased. Obtain clear instructions concerning cremation or return of the body. Also ask about a memorial service and the desires of the family regarding transportation of student’s remains to home country, or arrange for burial or cremation.

- The CCRYE Committee Chair and Responsible Immigration Officer will contact Rotary International, the U.S. Department of State and the appropriate Embassy or Consulate. These contacts need to be made promptly.
- Check with the local hospital and mortuary for claiming the body and regarding an autopsy. Reclaim the deceased's possessions, especially the passport.
- Contact the student's insurance provider as they will be able to assist. CCRYE works with CISI-Bolduc for most inbound students and all outbound students. Some inbound students may have other insurance providers, check in the YEAH database if there are questions about insurance provider and policy number.
- Obtain the death certificate when it is available.
- If the body is being cremated contact a local mortuary and crematorium and arrange for cremation.
 - Determine if the remains will be shipped or if someone is going to transport the ashes personally when flying. The type of container will vary depending on the transportation method. If being transported by a person who is carrying them onto a flight ensure that the container bearing the cremated remains is "security friendly" as defined by the TSA. Generally, this means a thin-walled, lightweight urn constructed of plastic or wood. Many cremation container manufacturers indicate if their products are TSA-friendly.
 - If the remains are being shipped, work with the embassy for the destination country, funeral home and shipping companies to determine the specific requirements for the home country. Work with a funeral home, cremation provider, or a company that specializes in shipping cremated remains internationally in order to minimize or prevent delays and frustration.
 - If a family member or Rotarian is transporting the ashes to the exchange student's home country, they should carry original signed versions of all relevant paperwork including a copy of the death certificate and a copy of the disposition permit, which will be provided with the cremated remains.
 - If the cremated remains will be transported on a flight be sure to check the air carrier's rules and requirements governing the shipment of human remains prior to making reservations to avoid frustration and delays at the airport. Most major domestic airlines will carry cremated human remains, either as air cargo, within checked baggage, or as a personally transported carry-on item.
- If the body is being returned to the student's home country the following steps apply.
 - Contact a local undertaker and embalmer. Be sure to specify that the body will be shipped internationally.
 - Ensure that the embalmer possesses an internationally recognized practice license so that the embalmed body may cross national borders (to prevent the spread of disease). Specify that an embalming certificate is required for international transport.
 - Order a suitable casket according to the parents' wishes. For the casket to cross national borders, the inside must be metal-lined and sealed. Sealing must be officially witnessed, to prevent smuggling. Obtain the "sealing certificate."

- In order for a sealed casket to leave the country, an export permit is required. For the sealed casket to enter the student's home country, an import permit is required. An established undertaker should be able to deal with these matters. The embassy can assist in obtaining the two permits.
- Appoint a reputable air-transport agent to airlift the casket to the student's home country. This is to ensure that all connecting flights are correctly scheduled without risk of the casket being accidentally off-loaded at an intermediate airport. The flight details should be provided to the deceased's parents so that they can make arrangements to receive the casket.
- Copies of the death certificate, embalming certificate, casket sealing certificate, import and export permits, and passport must accompany the casket on the airplane. Be sure to provide them to the transport company.
- If the parents wish for the student to be buried in the U.S.
 - You should arrange for the funeral and burial. Order a suitable casket and arrange the memorial service according to the parents' wishes.
 - Send the death certificate and passport to the natural parents.
- Work with the host club and host family to pack and ship the student's possessions to the natural parents.
- Remember that CCRYE has an emergency fund to cover costs that are not covered by insurance. Use those funds as needed. The District will probably help if needed.
- Write a complete report to your District Governor. Send copies to Rotary International, U.S. Department of State and to the exchange student's home district and Rotary club.
- Regardless of the disposition of the student's remains you should hold a memorial service for the exchange student. Remember to engage and involve the other exchange students (inbound and outbound). This will be a deep loss for them and they will need our support.