



Scouting Arizona, Grand Canyon Council Crisis Communications Plan

9060 E Via Linda Suite 205 | Scottsdale, Arizona 85258
www.scoutingaz.org | 602-955-7747

MISSION

The Grand Canyon Council of Scouting America is dedicated to building the character and integrity of America's youth. To achieve this, we must be prepared to communicate effectively with respective members, employees, community partners, and both local and national media at all times, especially when the Scouting America brand and the council's reputation are being called into question.

This external scrutiny often occurs in a crisis or a sudden and unpredictable large-scale event that has the potential to impact Scouting America, its members, its employees or the community, the council's relationship with supporting organizations, or its reputation in general. A crisis can be anything from a policy challenge or decision in the organization to a natural disaster in our service area.

Effective communications during the first minutes and hours of a crisis are the most critical, as this is when public and media scrutiny will be at its peak and initial opinions are formed. This is when our leadership must demonstrate responsible and appropriate action.

PURPOSE

The purpose of this plan is to provide a clear course of action that will enable our leadership to better handle a broad range of issues and crises and ensure effective communication occurs with all stakeholder groups.





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THE CRISIS TEAM

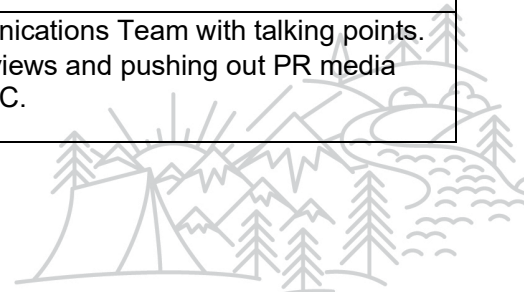
It is important to have identified and engaged a response team before any crises arises. Locally, this will include the Scout Executive, Chair of the Board/Council President, Marketing Director, and other key players. The crisis communications team is most effective at no more than five members to keep roles and approvals efficient.

Roles of Grand Canyon Council’s Crisis Communications Team

In general, the local council team will work to:

- Establish a point of contact
- Review and assess the situation to identify any existing or potential problems
- Update senior management and support team members
- Recommend action or engage with the National Council
- Consider legal, operational, and reputational implications
- Determine the message, audience, and channel(s) of distribution
- Manage the distribution of the message
- Serve as the Grand Canyon Council’s spokesperson on behalf of the local council, or engage National Council spokesperson

Local Council Crisis Communications Team			
Name	Contact	Role	Responsibility
Andy Price	(602) 469-5322 Andy.Price@ScoutingAZ.org	Scout Executive	<ul style="list-style-type: none"> • Coordinates messaging • Serves as local council spokesperson to all stakeholders, audiences
Danny Tucker	714.305.6676 Danny.Tucker@ScoutingAZ.org	Chief Operating Officer	<ul style="list-style-type: none"> • Primary contact for media • Determines if issue warrants National Council involvement, and if so, updates National Council on the matter
Collin Reed	(480) 296-4250 Collin.Reed@ScoutingAZ.org	Marketing Director	<ul style="list-style-type: none"> • Secondary point of contact for media or coordination with media and National Council • Assists Scout Executive with coordination of messaging • May serve as the primary contact for media
Gregory Harmon	(540) 529-5985 Gregory.Harmon@ScoutingAZ.org	Director of Support Services	<ul style="list-style-type: none"> • Primary contact and SME of camps/properties. • Assists Scout Executive with coordination of messaging • May serve as the primary contact for media
Amanda Foster	(480) 710-3930 Amanda.Foster@ScoutingAZ.org	Office Manager	<ul style="list-style-type: none"> • Responsible for submitting incident reports from the Crisis Communications Team
Megan Wahl	(602) 561-7722 mwahl@lavidge.com	LAVIDGE PR Partner Lead	<ul style="list-style-type: none"> • Assists Crisis Communications Team with talking points. • Manages media interviews and pushing out PR media alerts on behalf of GCC.





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Any issues that arise at camp that are not level 1-4 as listed on the following pages should be directed to Greg Harmon immediately. If Greg is not available within two phone calls, direct your calls, in order, to Andy Price, Collin Reed, then Amanda Foster.

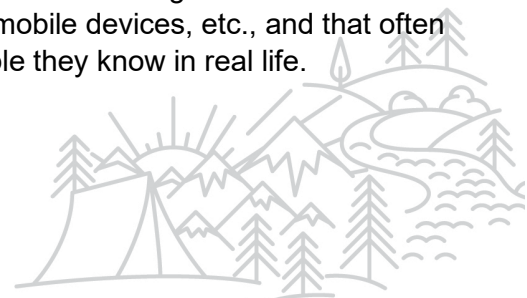
UNDERSTANDING CRISIS COMMUNICATIONS

The following section examines the concepts, organization, and methodology behind crisis communications – the internal and external sharing of information during and after a crisis. This section addresses the council's crisis terminology, philosophy, and goals.

Crisis Communications Terminology

For the purpose of this guide, it is important to recognize a standard and accepted set of operating terms and descriptions. The following are key terms:

- **Brand:** A brand is how a company or organization portrays its image—from their logo and tag line, to advertisements and key messages. Built over time, a brand conveys the personality of a company and its promise to customers.
- **Reputation:** The public's overall perception of Scouting America and Grand Canyon Council's brand and organization. These perceptions can result from personal experiences with the brand and the organization, messaging, and advertisements that people see and hear, and the third-party conversations that they are exposed to.
- **Incident:** A discrete, isolated event that impacts one or more councils, members, adult volunteer leaders, employees, or the community, and has the potential to attract the attention of the media.
- **Issue:** Any unresolved point of conflict between Scouting America or Grand Canyon Council and one or more of its key constituencies that, if not properly addressed, has the potential to escalate into a crisis.
- **Issues management:** The process of continually scanning the environment to identify and take control of a potentially damaging situation before the damage occurs and escalates into a crisis that captures widespread attention.
- **Crisis:** Any sudden and unpredictable large-scale event that invites external scrutiny and has the potential to impact the Scouting America, Grand Canyon Council, its members, its employees or the community, their relationship with supporting organizations, or its reputation in general.
- **Crisis management:** The process of responding to adverse situations that have already occurred and taking a definitive course of action to neutralize them or minimize their short- or long-term impact.
- **Stakeholder:** A person or group that has an investment, share, or interest in something, such as a business, organization, or industry. Audiences that you should consider during issues or crisis management include members of the media, youth members, Scouting parents, adult volunteer leaders, employees, business partners, and the community.
- **Advocate:** An individual or an organization who speaks on behalf of another person or group.
- **Activist:** An individual or an organization who makes an intentional action to bring about social or political change.
- **Online community member:** A person or a group of people who discuss Scouting America or Grand Canyon Council using digital media such as blogs, social networks, mobile devices, etc., and that often use these media as supplemental forms of communication with people they know in real life.





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Crisis and Issues Communications Philosophy

Our crisis and issues communications management philosophy is based on the following core principles:

- **Follow the Scout Oath and the Scout Law.** It is important to communicate to key audiences and stakeholders that the Scouting America and Grand Canyon Council will uphold the Scout Oath and the Scout Law in its words and actions at all times.
- **Manage issues and crises.** Local councils should work to identify vulnerabilities and put strategic plans in place in order to effectively manage issues before they become public crises, as opposed to simply reacting to the issue at hand.
- **Speak with one voice.** Councils should coordinate messaging with all involved parties to unify internal and external communications.
- **Position Scouting America and/or Grand Canyon Council management front and center (dependent on the situation).** Our council should use our selected professionals to address the issue, whether through an on-camera interview or a letter sent to Scouting parents.
- **Engage stakeholders.** Councils should consider which channels make sense for each communication (e.g., digital, traditional media, social media, in-person meetings, etc.). Also, we should always consider engaging stakeholders directly, whenever possible, and not rely on communications through the media.
- **Consider your network.** Our council has great relationships with many businesses, organizations, and individuals in their community. Don't forget to consider tapping their support in the event of a crisis, as credible third-party voices can be used to help tell the Scouting America and/or Grand Canyon Council's story.

Crisis Communications Goals

1. Position the Scouting America and/or Grand Canyon Council as the nation's (or local) foremost youth program of character development and values-based leadership, and position Scouting as an organization that provides unique, life-changing experiences that youth can't get anywhere else.
2. Reinforce the values and integrity of the Scouting America and/or Grand Canyon Council and its brand.
3. Engage in accurate, non-inflammatory discussion of any situation that might occur, and do not allow others to tell the Scouting story for the organization.
4. Balance the dialogue by contributing to the issues-related discussion and correcting misperceptions or defining and deflecting the elements of the discussion.
5. Minimize the amount and length of negative discussion during an issue or crisis.





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CRISIS AND PREPAREDNESS

Scouting America's thorough examination of local council crisis communications over the past several years revealed 14 issue and crisis categories that most frequently affect a council's reputation. These include:

- Council merger
- Defunding
- Duty to God
- Executive compensation
- Financial
- Health and safety
- Learning for Life and Exploring
- Membership and leadership standards
- Membership numbers
- Property and land management
- School access
- Scout, participant, or employee misconduct
- Youth protection
- Other (partnerships, natural disasters, etc.)

It is important to note that each of the categories requires a unique set of messages tailored to a specific set of audiences.

Levels of Preparedness Planning

Within each of the aforementioned categories, there is a spectrum of incidents that range from minor—those that generate little to no attention—to severe, which may threaten the council's reputation and ability to achieve its business and youth service goals. There are four basic levels of preparedness planning that affect both local councils and the National Council, each of which has the potential to significantly impact the brand and reputation of the organization.

The following outline includes the levels of preparedness and the general actions required of the Grand Canyon Council, as well as Scouting America at a national level (see next page).



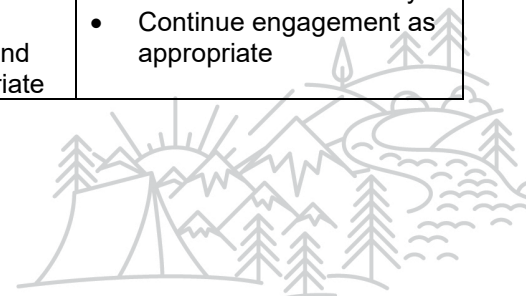


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Levels of Preparedness Planning			
Level	Situation	Suggested Local Council Response	Suggested National Council Response
Level 1 Warning	Scouting America and/or Grand Canyon Council's brand and reputation are positioned against an event that may impact or require the local council to take action <i>Ex. A local volunteer is arrested on youth protection charges</i>	<ul style="list-style-type: none"> Inform the National Council crisis communications team of the situation and any media inquiries they received Discuss strategy with National Council crisis communications team Inform key management of the issue or crisis 	<ul style="list-style-type: none"> Evaluate the situation Discuss and provide strategic recommendations Draft materials for use by local council, as needed
Level 2 Caution	Scouting America and/or Grand Canyon Council's brand and reputation are put at risk by potential events that fall outside of the council's immediate control <i>Ex. Several Scouts at a camp are isolated for cases of whooping cough</i>	<ul style="list-style-type: none"> Provide report to the National Council, and request strategic counsel and reactive media materials Scout Executive or other key member of local council leadership to serve as spokesperson Targeted communication to affected parents occurs 	<ul style="list-style-type: none"> Provide strategic counsel and reactive materials Brief executive, legal, and/or risk management teams
Level 3 Hazard	Scouting America and/or Grand Canyon Council's brand and reputation are under intense scrutiny by organization members, employees, and/or members of the media <i>Ex. A national media wire service launches a prolonged investigative report on the BSA's land management practices, profiling a local council's misuse of resources</i>	<ul style="list-style-type: none"> Provide regular updates to the National Council and request ongoing strategic counsel and reactive media materials Scout Executive or other key member of local council leadership to serve as spokesperson LAVIDGE services engaged for PR and Cabinet or Key 3 war council takes place Communications via HUB and social media where appropriate 	<ul style="list-style-type: none"> Provide ongoing strategic counsel and reactive media materials Provide regular updates to the executive and legal teams
Level 4 Severe	Scouting America and/or Grand Canyon Council's brand and reputation are directly challenged and the organization's ability to achieve its mission is hampered <i>Ex. A tornado strikes a Scout reservation killing four Scouts; or, four adult volunteer leaders are killed at the national jamboree while conducting an activity</i>	<ul style="list-style-type: none"> Provide updates to the National Council crisis communications team Execute aggressive media relations through support of the National Council Request spokesperson/on-site assistance LAVIDGE services engaged for PR and engage the board. Communications via HUB and social media where appropriate 	<ul style="list-style-type: none"> Direct strategy Develop media relations materials Work directly with the executive and legal teams May provide spokesperson/on-site assistance, and engage additional resources as necessary Continue engagement as appropriate





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CRISIS COMMUNICATIONS POLICIES

The following crisis communications policies are meant to set a general standard for a wide range of issues and crises the BSA will face at the local and national levels. It is important to note that the implementation of these standards will occasionally require flexibility.

Situation Evaluation

Once Grand Canyon Council becomes aware of a potential crisis or issue, it is advised that the Scout Executive and marketing team take these steps to effectively manage communications. First, an evaluation of the crisis should be conducted by the local team to assess the facts at hand and examine the scope of the situation. If needed, sources outside the team should be asked to provide pertinent information, but the crisis evaluation should take stock of only the information relevant to the BSA. The following are general questions that may be used to help inform this process:

- What do we know about the situation? What has the Scouting America or Grand Canyon Council done to date?
- Is this a local issue, or is National Council input needed?
- What key stakeholders will be impacted? How should the Scouting Arizona speak to them?
- Is the Scouting Arizona responsible? What corrective or remedial actions might be appropriate?
- Has the Scouting America previously faced a similar issue? When did it face the issues, and what were the circumstances and outcome?
- Do we need a statement, talking points, or potential Q&A? What messaging exists on this matter?
- Who should serve as the spokesperson?
- Is our approach member-centric and being communicated in plain language?
- Does the marketing team need to be informed so that current or upcoming campaigns can be adjusted or curtailed as needed?

Incident Evaluation & Riskconnect

Effective and timely reporting is critical for incidents at camp and other Scouting activities. The most important instructions and incident reports to have on hand are as follows:

1. [Incident Reporting Requirements](#) – Detailed instructions on which report to log and each time frame in which it will be submitted. **Some require 24 hour reporting while others require a 72 hour reporting.** It is required for staff at camp or events to read, fully understand, and confirm with their staff leader that they comprehend the document and agree to follow its guidelines.
2. [Incident Report](#)
3. [Near Miss Report](#)
4. [Youth Protection Incident Report](#)





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For Scouting America's full reporting guidelines, please reference: <https://www.scouting.org/health-and-safety/incident-report/>

Riskconnect

We are dedicated to maintaining a secure environment where Scouts, leaders, and volunteers can engage in enriching Scouting experiences with confidence. By reporting an incident in Scouting, you play a crucial role in maintaining the safety and well-being of the Scouting America community. Timely, clear, concise, and thorough incident reports enable a fitting response and provide an opportunity for analysis and continuous improvement in our programs!

Your commitment, whether as a parent, leader, volunteer, or Scout, to promptly report incidents is essential in upholding the core values of preparedness, responsibility, and integrity that define Scouting.

[Navigating Incidents: Resources for Units](#)

- Incident Reporting: Five Step Guide for Units
- Gathering Information for Incident Reports
- Resource: Incident Reporting Tools

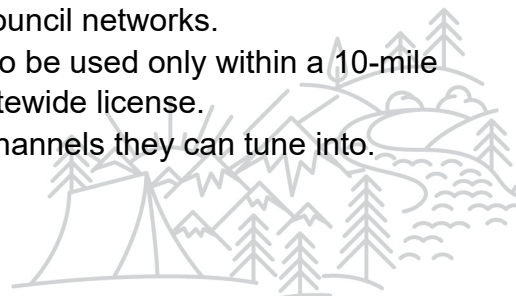
Riskconnect's Incident Reporting emergency portal is a tool that the Scouting America uses to handle emergencies and unexpected situations. **If the situation is not an emergency, please reach out to your local Council to report the incident using the contact information in this document.**

Radio Communication on Council Properties or Events

Radio communication is not two-way and exists on an open band. This means anyone can listen in with the appropriate equipment. For camp and other properties where radios are utilized, the color code system should be used to conduct conversations so only staff has a full grasp of what is being communicated so no outside parties misconstrue information.

General Radio Policies:

- **Nothing said on the radio is private. Treat it like you're having a conversation in the middle of a crowded place.**
- Never reference a Scout or an Adult's name over the radio
 - Example: "I'm looking for a Scout from Troop 277." NOT "I'm looking for Aaron Reed from Troop 277."
- Only directors and Commissioners are allowed radios on the council networks.
- Geronimo radios are registered with the FCC and are allowed to be used only within a 10-mile radius of Camp Geronimo. All other camps' radios are on a statewide license.
- Radios are coded by the staff or volunteers role, limited what channels they can tune into.





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Camp Radio Channels

These are based off the Camp Geronimo standard guidelines. Additional properties should follow these guidelines as closely as possible. For questions on radio communication, contact Greg Harmon.

- Channels 1 & 2 are main camp channels
- Channels 3 & 4 are maintenance channels, i.e. Rangers or longer conversations
- Channel 5 is for NYLT
- Channel 6 is for Commissioners
- Channel 11 is for Health Lodge, Head Health Officer, Health Officers, and Health Lodge staff.
- Channel 12 is called the 'Key 4 channel', Camp Director, Program Director, Head Commissioner, & Ranger.

Medical Codes

For minor medical issue, radio the area director (director of handicraft lodge). Note how many people are going with them. Example: "We have a green patient walking over with two buddies to the health lodge"

- Green patient = Us being able to do something in house. A minor injury like a splinter, small cut, trip and fall.
- Red patient = Us needing to send them to the hospital. An extremely serious like excessive bleeding, bone break or bad sprain.
 - For red patients, once the patient arrives and the Health Lodge and staff confirms it is a red patient incident, they should contact the Camp Director immediately requesting them to go to the Health Lodge. No precise injury information should be discussed over the radio.

Wildlife Codes

- Walker = Non-venomous snake
- Runner = Venomous snake
- Eyes = Mountain lion
- Ears = Bear





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Media Inquiry Response Procedure

Grand Canyon Council can refer to the following guidelines for communicating with media and the public for both positive media encounters and in crisis situations:

Media Inquiry Procedure*			
Situation	Affiliation	Nature of question	Action
Incoming call	The person is not with the media but is a youth member, adult volunteer leader, Scouting parent, or concerned citizen	A general, non-issues oriented question	Direct the call to the appropriate department at the local council
Incoming call	The person is with a traditional or digital media outlet	A general, non-issues oriented question	The Scout Executive or Marketing Director vets the inquiry and replies to the outlet as needed
Incoming call	The person is with a traditional or digital media outlet	An issue or crisis-oriented question	The Scout Executive or Marketing Director vets the inquiry and replies to the outlet as needed; if needed, the council can tap the national media support team through PR@scouting.org
Incoming call	The person will not disclose their affiliation	A question of any kind (treat this individual as if they are a member of the media)	The Scout Executive or Marketing Director vets the inquiry and replies to the outlet as needed; if needed, the council can tap the national media support team through PR@scouting.org
On-site visit*	The person is with traditional or digital media	An inquiry of any kind	Employees should inform the media that they are not the appropriate spokesperson and take down the information included in the inquiry log below ; the Scout Executive or Marketing Director vets the inquiry and replies to the outlet as needed; if needed, the council can tap the national media support team to provide counsel through PR@scouting.org

*For properties, staff should inform media that we are a private property serving youth and that they are not allowed to enter the property or interview any of our participants without permission.





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Media Inquiry Log

In the event of a media inquiry, those answering phones should use the following template for capturing information on potential issues so that it is readily available should the issue suddenly begin to escalate.

BSA Media Inquiry Log	
Date and time of call	
Name of contact	
Name and type of media outlet	
Phone number and email address	
Nature of inquiry	
Received by	
Referred to	
Deadline	
Call return date and time	

Media Monitoring

We will begin media monitoring as soon as we become aware of a crisis situation, even if we have not yet received a query from a reporter. The Marketing Director and our partners at LAVIDGE will keep an eye out for any coverage of the event on local media broadcasts, websites, and social media. This will help our team know when to expect inquiries from media or other stakeholders and gain a feel for the tone of the stories being told, as well as who is already speaking about the event.

For any questions on the Crisis Communications Plan, please contact the following Grand Canyon Council staff:

Collin Reed
Marketing Director
Collin.Reed@ScoutingAZ.org
480.296.4250

Greg Harmon
Director of Support Services
Gregory.Harmon@ScoutingAZ.org
540.529.5985

Danny Tucker
Danny.Tucker@ScoutingAZ.org
714.305.6676





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Unit Crisis Communication Plan

In the event of a crisis, the Grand Canyon Council of Scouting America is committed to ensuring effective communication with all key stakeholders, including parents, volunteers, and the media. Our crisis communication plan is designed to provide a clear and decisive course of action to manage various situations, from policy challenges to natural disasters. The first few minutes and hours of a crisis are crucial, and our dedicated crisis team, including the Chief Operation Officer, Director of Support Services, Scout Executive, and other key personnel, is prepared to assess the situation, determine the appropriate messaging, and communicate promptly and effectively.

In all crisis communication situations, The Scout Executive is the sole spokesman for Scouting. Unit leaders must not speak to the media in a crisis event.

Contact staff in this order for a crisis event.

Name	Title	Email	Phone
Danny Tucker	Chief Operating Officer	Danny.Tucker@ScoutingAZ.org	714.305.6676
Andy Price	Scout Executive	Andy.Price@ScoutingAZ.org	602.469.5322
Greg Harmon	Director of Support Services	Greg.Harmon@ScoutingAZ.org	540.529.5985
Collin Reed	Marketing Director	Collin.Reed@ScoutingAZ.org	480.296.4250
Grand Canyon Council Dave Alexander Scout Service Center			602.955.7747

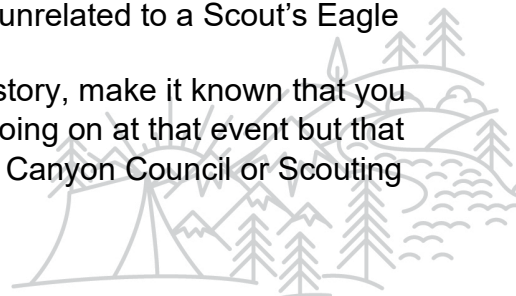
Issues that require immediate contact with GCC representatives:

1. Any serious accident, loss of life, or sexual misconduct must be raised to the Scout Executive, Andy Price, immediately. If he cannot be contacted, directly call Greg Harmon, Amanda Foster, Collin Reed, then the council home office in that order. No delays should occur in contacting the council staff and must be done immediately. Reference the [Youth Protection Incident Report](#) for further details.
2. [Incident Reporting Requirements](#) – Detailed instructions on which report to log and each time frame in which it will be submitted. **Some require 24-hour reporting while others require 72-hour reporting.** It is required for volunteers to read, fully understand, and confirm that they comprehend the document and agree to follow its guidelines.
 - a. [Incident Report](#)
 - b. [Near Miss Report](#)
 - c. [Youth Protection Incident Report](#)

Positive Publicity Opportunities

Local media will often cover ‘good news’ stories about Scouts and Scouting. Be aware, however, that sometimes media will introduce questions about ‘controversial’ topics unrelated to a Scout’s Eagle Project, trip to Philmont, or Pinewood Derby.

1. If a reporter attempts to talk about Scouting beyond your local story, make it known that you are available to share the good news of Scouting and what is going on at that event but that you are not qualified or authorized to speak on behalf of Grand Canyon Council or Scouting America.





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2. For any request of an official statement, reference the council-approved communications platforms: grandcanyonbsa.org or gcc.marketing@grandcanyonbsa.org.

