

Heart of Texas Goodwill Industries Crisis Communication Plan

1700 S. New Rd. Waco, Texas 76711

Phone: 254-753-7337 Email: info@hotgoodwill.org

Updated: March, 2021

Contents

| <i>Section</i> | <i>Page</i> |
|--|-------------|
| About the Plan | 2 |
| I. Defining a Crisis Situation | 2 |
| II. Purpose of a Crisis Communication Plan | 2 |
| III. Operational Responsibilities | 3 |
| IV. Crisis Communications Team | 3 - 4 |
| V. Phases of Response | 4 - 5 |
| VI. Defining the Audience | 5 - 6 |
| VII. Communication Channels | 6-7 |
| VII. Media Relations & News Conferences | 7 |
| IX. Marketing & Communications Staff Members | 7 |
| X. Updates | 8 |
| APPENDIX A: News Conference Guidelines | 9 |
| APPENDIX B: Types of Crises and Emergencies, and Administrative/Staff Contacts | 10 – 11 |

About the Plan

The Heart of Texas Goodwill Industries Crisis Communication Plan provides policies and procedures for the coordination of communications between Goodwill staff and outside companies or agencies such as the media and the public in the event of a crisis or emergent situation.

The plan is not intended to change the way emergencies are initially reported. **All emergencies at any Heart of Texas Goodwill facility or worksite should be reported immediately to 911.**

I. Defining a Crisis Situation

- a. A **crisis**, by definition, is a time of intense difficulty, trouble or danger. This event would become a priority situation, as it may severely disrupt the continuity of the organization's core business. It is a threat to an organization's operations or reputation.
 - i) **Company-Wide Crisis (HIGH LEVEL):** A crisis affecting the global operations of Heart of Texas Goodwill. Examples include Global Pandemic, Natural Disaster, Catastrophic events that would require an operational shutdown.
 - ii) **Partial Company Crisis (MID LEVEL):** A crisis affecting specific regions or individual Heart of Texas Goodwill facilities that may result in a partial closure or evacuation. Examples include isolated weather incidents, power outages, fire, or other emergencies.
 - iii) **Unscheduled Interruption (LOW LEVEL):** An unscheduled event that temporarily delays the daily operations of a particular location. Examples include network outages or water line breaks.
 - iv) **Scheduled Interruption:** Scheduled or planned events that temporarily disrupt daily operations. Examples include planned outages, safety drills, network updates or upgrades.
- b. **HIGH-LEVEL** crises may not always affect companywide operations. Certain incidents could result in partial closures or evacuations. Examples include fires, bomb threats, deaths or serious injuries, or other events that would result in an extended operation closure or evacuation.
- c. A crisis usually involves the need for leadership to be out front with the public.
- d. An emergent situation may be designated as a crisis by the President/CEO, Chief Operating Officer, or any departmental Vice President depending on the nature of the event or situation. During a crisis, the Heart of Texas Goodwill Industries Marketing and Communications Department is the designated unit responsible for coordinating communications with internal and external audiences.

II. Purpose of a Crisis Communication Plan

This plan outlines the responsibilities and expectations of Heart of Texas Goodwill Industries, Inc. in collecting and conveying information to the public and the employees of Goodwill during or immediately following a crisis. The underlying philosophy of pro-active media relations guides the development of this plan. That philosophy can be summarized in two statements:

- a. **Crises can be opportunities as well as problems.** Crises can prompt improvements to Goodwill programs and services, and provide a chance to improve the organization's credibility with the news media and key stakeholders.
- b. Chosen spokespersons who represent Heart of Texas Goodwill Industries, Inc. will serve as an advocate and personify organizational values in all forms of communication.

III. Operational Responsibilities

- a. **Coordination by Marketing & Communications Team:** Members of this team will ensure Heart of Texas Goodwill’s information response to an emergency is timely, accurate, sensitive, and responsible in its coordination within Goodwill and the media.
- b. **Chief Goodwill Official, President/CEO:** The President/CEO shall serve as the Chief Goodwill Official charged with making final decisions regarding communications efforts during crisis. If the President/CEO is unavailable, the Vice President of Marketing and Communications will serve as the senior Goodwill official.
- c. **Chief Spokesperson:** During an emergency, the Vice President of Marketing and Communications will serve as the Chief Spokesperson. All media inquiries and communications should be delegated to the Chief Spokesperson. If the Vice President of Marketing and Communications is not available, either the President/CEO or Vice President of Human Resources should act as the Chief Spokesperson.
- d. **Crisis Management Team Member:** Depending on the type of crisis, certain key people will work directly with the Vice President of Marketing and Communications to facilitate and disseminate information. These individuals will form the Heart of Texas Goodwill Crisis Communication Team and are listed in the following section. The Crisis Communication Team serves as an advisory group in the event of a crisis or emergent situation. This group will convene at least once annually to review this plan and conduct after-action reviews of high-level situations. The Vice President of Marketing and Communications will serve as chair of the Crisis Communications Team.

IV. Crisis Communication Team

Each crisis or emergent situation will require a unique public and internal information response. The extent of the response will depend on the nature of the crisis and will be addressed by the Crisis Management Team (CMT). This team will be comprised of the following individuals:

(O) = Office (C) = Cell (E) = Email

| <i>Name/Title/Department</i> | <i>Role on Crisis Team</i> | <i>Contact Information</i> |
|---|--|--|
| Shannon Wittmer <i>President & CEO</i> | Chief Goodwill Official Chief Spokesperson | (O) 254-753-7337 X 109 (C) 254-716-1690 (E) swittmer@hotgoodwill.org |
| Serina Cole <i>Vice President Marketing & Communications</i> | Chief Spokesperson Crisis Communications Team Chair Subject Matter Expert for Marketing and Communications | (O) 254-753-7337 X 132 (C) 254-289-4619 (E) scole@hotgoodwill.org |
| Meghan Holder <i>Vice President Human Resources</i> | Alternate Spokesperson Subject Matter Expert for Loss Prevention and HR related incidents including but not limited to client critical incidents and/or deaths, employee advocacy, EOC claims | (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org |

| | | |
|---|---|--|
| Ted Smith <i>Chief Operating Officer</i> | Subject Matter Expert for Retail-Related operations, Transportation, Salvage | (O) 254-753-7337 X 129 (C) 254-230-2131 (E) tsmith@hotgoodwill.org |
| Denise Whitsel <i>Vice President Mission Advancement</i> | Subject Matter Expert for Mission Program & Services, Participant Advocacy, Business Services & Job Connection facilities. | (O) 254-753-7337 X 136 (C) 254-230-2604 (E) dwhitsel@hotgoodwill.org |
| J.J. Banister <i>Vice President Operation Excellence</i> | Subject Matter Expert for Operational Training, Safety and IT | (O) 254-753-7337 X 105 (C) 254-339-4353 (E) jbaxter@hotgoodwill.org |
| Accounting | | |
| Peter K. Rusek <i>Attorney</i> | Legal Council | (O) 254- 772-8022 (E) prusek@SLM.LAW |
| Scott Wilmot <i>Chair, Board of Directors</i> | Board Chair and Primary Spokesperson for issues related to CEO Compensation and other Board of Director Related matters | (O) 254-226-4648 (E) Scott.wilmot1967@gmail.com |
| <i>Chair of Executive Compensation and Evaluation Committee</i> | Committee Chair and Secondary Spokesperson for issues related to CEO Compensation and other Board of Director Related matters | |

V. Phases of Response

a. STAGE 1: Notification of Emergent or Crisis Situation

- i) Crisis Management Team members will be notified of an event by phone or in-person when possible. It will be determined if Crisis Communication Team should convene and who should attend.
- ii) When the Crisis Management Team convenes, in-person meetings will be held at the Heart of Texas Goodwill Industries Head Quarters located at 1700 S. New Road in Waco, Texas. Should this location be inoperable, the President/CEO or the Vice President of Marketing and Communications will determine an alternate location. Meetings may also be coordinated online using video conferencing software like Zoom or Microsoft Teams.

b. STAGE 2: Response

- i) If a crisis requires **rapid-response or immediate attention**, the following individuals should be notified:
 - (1) Shannon Wittmer; President & CEO
 - (2) Serina Cole; VP, Marketing & Communications (MARCOM)
 - (3) Appropriate Subject Matter Expert(s) and/or Department Head(s)
 - (4) Legal Counsel as needed
 - (5) Any additional stakeholder essential to the decision-making or response to the crisis.
- ii) The Vice President of Marketing & Communications and President/CEO will determine if an official statement should be prepared and released. If warranted, the Marketing and Communications Department will prepare a written statement or prepare answers to anticipated questions from the media.

- iii) The Marketing and Communications Department will be deploy communications by email, text message, email, and social network channels. This department will monitor traditional and social media during a crisis. If receiving assistance with communications from outside departments, these individuals will be briefed or directed by the Vice President of Marketing and Communications.
- iv) Other members of the Marketing Staff may be assigned to assist with print and broadcast media and asked to serve as the contact person for those media outlets.
- v) The Marketing and Communications Department will work with the appropriate company liaisons to obtain basic information (type of crisis/emergency; time of emergency; actions taken; areas and number of people involved; injuries or fatalities extent of damage) and prepare an official news release.
- vi) Statements to the media will ONLY be provided by the CEO, Vice President of Marketing & Communication, or designated Spokesperson.
- vii) The Marketing and Communications Department will be responsible for verifying all sources and information before it is released to the media.
- viii) Any news release given to the media will be approved by the CEO or acting Chief Goodwill Official in a timely manner.
- ix) Communication of information will be disseminated using various media outlets and will be dependent on the nature of the emergency, as outline in *APPENDIX B – Types of Crises and Emergencies, and Administrative/Staff Contacts*.
- x) Cases involving personnel/ consumer injuries or deaths, appropriate personnel will notify families before the information is released to the public.
- xi) The Marketing and Communications Department or designated spokesperson will coordinate the release of factual information with local hospitals and other disaster agencies, providing prompt and accurate information.

c. **STAGE 3: Ongoing Communication**

In the event of an ongoing crisis, the Marketing and Communications Department will use its resources to provide affected stakeholders with basic information about the event. This information may include operational changes, response efforts, how to access temporary services or alternative donation centers or retail locations, how to obtain additional updates, and how to submit media inquiries

d. **STAGE 4: Recovery**

Communications will continue for as long as deemed necessary, then scaled back as warranted. Upon the termination of a crisis, the Crisis Management Team should convene to review the response and identify any improvements and/or best practices. Any updates to the Crisis Communications Plan or policy changes should be proposed at this time.

VI. **Defining the Audience**

- a. During a crisis, the Marketing and Communications Department may deploy communications through multiple communication channels. This will be determined by the nature of the crisis and the targeted audience. Individuals receiving communications may be classified as being *Stakeholders, External audiences, or News Media*.
 - i) **Stakeholders** may include Heart of Texas employees, Board of Directors, program participants, funders, Community partners, Shoppers, Donors.
 - ii) **External audience** may include competitors, peer groups, elected and public officials, and the general public, local communities.
 - iii) **News Media** may include local, national, online and traditional media outlets.

VII. Communication Channels

The manner in which communication will be deployed will be determined by the Marketing and Communications Department with input from the Crisis Communications Team.

a. Social Media

The purpose of social media in a crisis is to provide real-time accurate information and to connect directly with various audiences without being filtered through traditional media.

- i) Refer to the Social Media Policy outlined in the Heart of Texas Goodwill Employee Handbook, for appropriate use of Social Media.
- ii) The Social Media channels used by Heart of Texas Goodwill include:
 - (1) Facebook: <https://www.facebook.com/hotgoodwillind>
 - (2) Instagram: <https://www.instagram.com/hrtoftxgoodwill/>
 - (3) Twitter: <https://twitter.com/HrtofTxGoodwill>
 - (4) LinkedIn: <https://www.linkedin.com/in/hotgoodwill/>

b. Text Message Service

- i) The text messaging service used to communicate is called *SimpleTexting* and can be accessed online: <https://simpletexting.com/>
- ii) Employee database information for this service is received from the Human Resource department. Information provided for each subscriber includes First Name, Last Name, and Cell Phone Number. This information should be updated one-time monthly or more frequently as needed.

c. Television Media Contacts

Heart of Texas Goodwill has a positive working relationship with the following Broadcast News stations.

- i) KWTX serving Waco, Temple, Killeen, and surrounding communities
- ii) KBTX serving Brazos County (sister station to KWTX)
- iii) Telemundo Central Texas (sister station to KWTX)
- iv) KXXV serving Waco, Temple, Killeen, and surrounding communities
- v) KRHD serving Brazos County (sister station to KXXV)
- vi) KCEN serving Waco and Temple
- vii) KWKT – FOX 44 serving Waco, Temple Killeen, Bryan, and College Station

d. Print Advertising

Press or news release information should be issued to the following newspapers, others can be added at the discretion of the Marketing and Communications department.

- i) The Waco Tribune – Waco and surrounding area
- ii) The Temple Daily Telegram – Temple and surrounding area
- iii) The Eagle – Bryan/College Station
- iv) The Killeen Herald – Harker Heights, Killeen & Ft. Hood

e. Email Marketing & Communication

Heart of Texas Goodwill uses Constant Contact for email marketing and communications.

- i) Employee database information can be retrieved from the Human Resource department. This information should be updated one time monthly or as needed.
- ii) Loyalty customer information can be retrieved from the Point of Sale system.

f. Website & Web Development Contact

The Marketing and Communications department is responsible for editing or maintaining updates to the Heart of Texas Goodwill website. If additional assistance is needed, the following web development should be contacted to make changes or updates to the website:

- i) Elodin Design, Inc.
Jon Schroeder
(254) 340-0086
[ion@elod.in](mailto:jon@elod.in)

g. Signage and Print

In the event signage or outside printing needs arise, Heart of Texas Goodwill has a good working relationship with the following local printing firms:

- i) Sticker Universe; John Peel
1125 Washington Ave, Waco
(254)224-6868
john@stickeruniverse.com
- ii) Firmin Business Forms; Trigger Firmin
202 Deb Avenue, Woodway
(254) 776-5742
firmin@firmin.com

VIII. Media Relations & News Conferences

a. News Conference Sites, by priority:

- i) Waco: 1700 S. New Road, Administrative Headquarters
- ii) Belton: 2601 Commerce Street, Belton Job Connection
- iii) Bryan: 2710 Boonville Road, Bryan Job Connection

b. Time

Scheduled interviews must be convenient to Goodwill personnel. Typically when working with television media, mid-morning (10 a.m. to noon) is the best period considering their deadline schedule.

c. Parking

Should traffic control be needed to assist with parking, these efforts should be coordinated with the Director of Transportation. If unavailable, the Director of Loss Prevention would be the alternate contact.

d. Designated Media Spokesperson

The Vice President of Marketing and Communications will serve as the primary spokesperson in media interviews unless the Crisis Management Team has designated an alternate. If contacted by a member of the media or reporter for comment, they either should be referred to the Vice President of Marketing and Communications, CEO, or designated spokesperson.

IX. Marketing & Communications Staff Members

O=Office telephone E= Email C=Cell Phone

1. Primary Contact: Serina Cole (O) 254-753-7337 Ext: 132 (E) scole@hotgoodwill.org (C) 254-289-4619
2. Secondary Contact: Danielle Walker (O) 254-753-7337 Ext: 131 (E) dwalker@hotgoodwill.org

X. Updates

The Crisis Communications Team will assemble at least once annually to review and update this plan. Minutes from these meetings and revisions made to this plan should be documented and kept by the Vice President of Marketing and Communications or a member of the Marketing and Communications Department. The Crisis Communication Team should notify employees, the Board of Directors, or other identified stakeholders of the revisions as deemed necessary. Copies of the revised plan should be given to all members of the Crisis Communication Team or any additional personnel who may have a role in a crisis or emergent event.

APPENDIX A – News Conference Guidelines

1. When you notify media of news conferences/availabilities, be sure to define what kind of event you are having. News conferences are held to announce something for the first time. News availabilities are held simply to make individuals available to answer questions or demonstrate something.
2. Don't call unnecessary news conferences. If it is not worth their time, the media will only be angered.
3. If holding a news conference, try to tell the media in advance some details of what you will be announcing.
4. Gauge the size of your crowd carefully when reserving a room; it is better to have too much than too little space. Make sure microphones, chairs, lighting, and water are in place at least 30 minutes prior to the event.
5. Decide format in advance—who will introduce speakers, who will decide when the question/answer period ends, and other details.
6. Decide in advance whether handouts are needed. If a speaker is giving a talk for which there is a printed resource or handout, you may want to wait and hand out material after the talk so the media will stay and listen. However, it is advisable to tell the media you will provide the text of the speech so they are not irritated by having to take unnecessary notes.
7. Consider whether you need to let other organizations and agencies know you are having a news conference (You may wish to invite others to attend or participate in your event.)
8. Decide who will maintain control at the news conference, who will decide where cameras are set up and who sits where.
9. Try to plan the length of the news conference, but be flexible.
11. Consider the time of the news conference. If you want to make the noon, 4 p.m., 6 p.m., or 10 p.m. TV and/or radio newscast, you need to allow time for crews to travel and edit tape.
12. If you are going to set restrictions on an event such as limited photo access, try to put the restrictions in writing and communicate to the media at least 24 hours in advance.

APPENDIX B – Types of Crises and Emergencies, and Administrative/Staff Contacts

This may be subject to change and/or frequent updates.

The following are possible crises or emergent situations that could occur at Goodwill, the Communications Teams' primary contact people for each situation, the key audiences, to reach and the key messages to share with those audiences. Because each crisis or emergency is different, the vehicles of communication may vary, as might the specific messages. The Heart of Texas Goodwill Communication Team, under the direction of the Vice President of Marketing and Communications and in consultation with the Heart of Texas Goodwill Crisis Communications Team, will develop specific plans for communicating to key audiences.

(O) = Office telephone (E) = Email (C) = Cell Phone

| <i>Type of Crisis</i> | <i>Contact person(s)</i> | <i>Contact Information</i> | <i>Key Audiences to Reach</i> | <i>Key Questions/Messages</i> |
|---|---|--|--|--|
| Multiple retail closures due to unforeseen incident | Ted Smith <i>Chief Operating Officer</i> | (O) 254-753-7337 X 129 (C) 254-230-2131 (E) tsmith@hotgoodwill.org | Staff Shoppers Donors | What stores are closed and why? Assure the public they will be up and running as soon as possible. Give shoppers and donors other stores or sites to go to. |
| Crime incidents | Meghan Holder <i>VP, Human Resources</i> | (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Staff Shoppers Donors Surrounding businesses | Sympathetic to victim and make sure it is conveyed that HOTGW is still safe. Specifics on Goodwill's safety measures. |
| Student/Staff/ Client Deaths | Denise Whitsel <i>VP, Mission Advancement</i> Meghan Holder <i>VP, Human Resources</i> | (O) 254-753-7337 X 136 (C) 254-230-2604 (E) dwhitsel@hotgoodwill.org (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Next of kin Current students Staff Consumers Relevant agencies | Sympathetic to family and friends. As much information on circumstances as possible. |
| Fiscal issues (budget, etc.) | Shannon Wittmer <i>President/CEO</i> | (O) 254-753-7337 X 109 (C) 254-716-1690 (E) swittmer@hotgoodwill.org | Staff Board of Directors Vendors | HOTGW will adjust to fiscal situation and continue our mission. What HOTGW has done to cut costs? Specifics on what money will be used for. |
| Medical emergencies (flu outbreak, on the job accident, etc.) | Meghan Holder <i>VP, Human Resources</i> | (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Staff Next of kin Community | Tell what is being done to help control the situation. Explain Goodwill's |

| | | | | |
|-----------------------------------|--|---|--|---|
| | | | | safety and health provisions. |
| Natural disasters | Shannon Wittmer <i>President/CEO</i> | (O) 254-753-7337 X 109 (C) 254-716-1690 (E) swittmer@hotgoodwill.org | Staff Next of kin Shoppers Donors Consumers Community | Sympathy toward any victims. How Goodwill will return to normal. Plans for repair & rebuild. Details of physical damage. |
| Personnel issues | Meghan Holder <i>VP, Human Resources</i> | (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Staff Consumers Community | This does not reflect on Goodwill as a whole. Date of hire, end date, what department, etc. |
| Race relations | Meghan Holder <i>VP, Human Resources</i> | (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Staff Consumers Community | Discuss how diversity is a part of Goodwill's culture. Discuss Goodwill's diversity initiatives. |
| Sexual harassment | Meghan Holder <i>VP, Human Resources</i> | (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Staff Consumers Community | Explain how this was an isolated incident and Goodwill is a safe environment. Illustrate way Goodwill is working to improve the climate for all. Know our policy on harassment. |
| Protests | Shannon Wittmer <i>President/CEO</i> | (O) 254-753-7337 X 109 (C) 254-716-1690 (E) swittmer@hotgoodwill.org | Staff Community | Depends on the protest. Wide variety of organizations and governing groups to give everyone an outlet. |
| Vandalism/Destruction of Property | Ted Smith <i>Chief Operating Officer</i> Meghan Holder <i>VP, Human Resources</i> | O) 254-753-7337 X 129 (C) 254-230-2131 (E) tsmith@hotgoodwill.org (O) 254-753-7337 X 108 (C) 254-315-6225 (E) mholder@hotgoodwill.org | Staff Community | What is being done to repair the damage? What was the damage? |