**SHEETZ INC.**



**CRISIS COMMUNICATIONS PLAN**

**FOR FOOD CONTAMINATION**

**REVISED APRIL 1, 2021**

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**INTRODUCTION**

For more than 60 years, Sheetz has dedicated itself towards fulfilling our mission of meeting the needs of customers on the go. Our commitment to Total Customer Focus (TCF) has allowed us to grow and create lasting, positive impact for our customers, our employees and the communities in which we operate. To continue and further our dedication to Total Customer Focus within the Sheetz community, we at Sheetz Inc. need to exercise careful planning and proactive procedures to prevent any disruptions or disturbances that could cause harm to the communities and fellow employees we care about.

Foodborne illness is a serious concern that has severe consequences for everyone—from the customer becoming ill to the loss of jobs or restaurant location closings. In order to continue serving our communities, we must take proper and necessary precautions against any disturbances or crises that may cause enduring or permanent harm to our Sheetz family community as a result of food contamination. We at Sheetz Inc. want to provide our all of our employees, from corporate to local stores with a framework they can use in case of an unforeseeable crisis situation. This plan will provide Sheetz employees with an outline of how to properly respond to a potential wide-spread food contamination crisis in any of our store regions or districts.

I hope that our company never experiences such a crisis as outlined in this plan, but I know that Sheetz employees are the best of the best. Sheetz Inc. is only able to succeed because we have outstanding employee with a commitment to TCF and it is my hope that all employees take a close look at this plan and its contents to help Sheetz continue its mission of delivering Total Customer Focus and great Made To Order products.

Sincerely,

Joe Sheetz

Chief Executive Officer

Sheetz Inc.

**ACKNOWLEDGEMENTS**

The following members of Sheetz Inc.’s leadership and staff members have read this crisis plan understand their role and necessary actions within said plan. By signing this plan, leadership and staff members acknowledge that: they have read this plan in its entirety; indicate they are ready to implement this plan into action if and when necessary; endorse the usage of this plan when and if necessary; and support this plans actions as they are outlined.

**BOARD OF DIRECTORS LEADERSHIP**

Joe Sheetz, Chief Executive Officer \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Travis Sheetz, President & COO \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Stan Sheetz, Chairman \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Louie Sheetz, Board Director \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

**COMMUNICATIONS TEAM**

Nicholas Ruffner, Manager of Communications & Public Relations \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Debra Scordo, Public & Community Relations \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Michele Delaney, Manager of Internal Communications \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Bridget Stewart, Senior Communications Specialist ­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Katelyn Baur, Internal Communications Specialist \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Melissa McKee, Social Media Manager \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Ashley Racchini, Operations Communications Specialist \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Nicole Auman, Director of Brand Development \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

**ACKNOWLEDGEMENTS CONT.**

**COMMUNICATIONS TEAM CONT.**

Gina Spinner, Social Media Coordinator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Gale Goshorn, Customer Communications \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Ryan Sheetz, VP Marketing & Brand \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

**EMPLOYEE RELATIONS**

Chris Fasick, Director of Employee Relations \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

Amanda Myers, Employee Relations Supervisor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

**REGIONAL & DISTRICT OPERATIONS**

Terry Allen, Director of Regional Operations \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Signature Date*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, District Manager, \_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Full Name Dist. Code Signature Date*

**LOCAL STORE TEAM**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Store # \_\_\_\_\_\_\_\_ Store Manager\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *Full Name Store Number Signature Date*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Store # \_\_\_\_\_\_\_\_ Kitchen Manager \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *Full Name Store Number Signature Date*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Store # \_\_\_\_\_\_\_\_ Hospitality Manager \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *Full Name Store Number Signature Date*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Store # \_\_\_\_\_\_\_\_ Shift Supervisor\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Full Name Store Number Signature Date*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, Store # \_\_\_\_\_\_\_\_ Assistant Manager \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *Full Name Store Number Signature Date*

**REHEARSAL DATES**

Successful implementation of this crisis plan requires routine practice and enactment every quarter, or every 6 to 12 months. For the year 2021, we will be holding full-scale rehearsals of our crisis communications plan virtually in accordance with CDC guidelines for COVID-19 social distancing and business operations practices; we will only hold in person rehearsals and sessions if we receive the green light to move back to normal operating status in office.

Tabletop brainstorming rehearsals and a review of this plan of will also be conducted annually every quarter, or every 4 to 5 months.

Rehearsal dates are subject to change at the discretion of executive leadership. The rehearsal schedule for the 2021 business year is listed below:

**Full Scale Rehearsal + Mock Scenario/Implementation of Plan Session**

* June 1, 2021
* November 1, 2021

**Tabletop Brainstorming Rehearsal + Crisis Plan Review Session**

* April 2, 2021
* August 2, 2021
* December 2, 2021

District Managers are required to send approved rehearsal and training session dates to Store Managers with no later than 3 months’ notice. Store Managers are required to ensure that all store employees submit the required Talent Workz training modules on time and understand their role in navigating steps and practices to prevent a potential widespread food contamination crisis.

**PURPOSE AND OBJECTIVES**

**PURPOSE STATEMENT**

In the case of a crisis where food contamination has spread throughout a Sheetz district or region of operations, Sheetz Inc. will act with full transparency and professionalism between all company stakeholders: this includes employees and staff at all levels of operations, consumers and customers, and [Key Publics](#ListofKeyPublics). Sheetz Inc. will disclose information in a timely manner and establish honest, open communications between our organization and the communities we serve.

**OBJECTIVES**

1. Maintain transparency and full disclosure with all [key publics](#ListofKeyPublics) and [stakeholders](#CrisisDirectory) and [key media](#KeyMediaList) outlets by enforcing at least a two-hour notification period following the detection of the crisis.
2. Create efficient and open communications with [Board of Directors](#CrisisDirectory) and stakeholder by maintaining full transparency and active two-way symmetrical communications of next steps and organizational action during and after the duration of the crisis.
3. Ensure all communications relay accurate information to prevent the formation or spreading of false information, rumors, or disinformation.
4. Implement and follow the crisis plan as closely as possible to safely and quickly manage the crisis while allowing for real-time flexibility in order to minimize reputational damage and prevent damage to stakeholder relationships.
5. Reiterate and affirm Sheetz Inc.’s dedication to Total Customer Focus and the communities in which we serve.

**CRISIS INVENTORY**

This section serves as an outline of various potential crises situations that pose a potential threat to Sheetz Inc.’s reputation and commitment to Total Customer Focus and Sheetz Inc.’s key publics and stakeholders. The severity of each scenario listed below is calculated by: (1) possibility of occurrence (2) potential damage of crisis (3) lasting negative impact of crisis on organizational reputation and stakeholder relationships. These scenarios are not the end all be all of crises that could occur but are recognized as the most pressing and concerning.

|  |  |  |
| --- | --- | --- |
| **CRISIS** | **POSSIBILITY** | **POTENTIAL DAMAGE** |
|  | 0 – Nearly Impossible  5 – Highly Possible | 0 – No Damage  5- Devastating Damage |
| Food Contamination/ Illness | 4 | 5 |
| Robbery/ Burglary | 4 | 5 |
| Gasoline Fire | 3 | 4 |
| Kitchen Fire | 3 | 4 |
| Underage Alcohol Sale | 3 | 4 |
| Underage Nicotine Sale | 3 | 4 |
| Staff Firing | 3 | 3 |
| Inappropriate Employee Conduct | 2 | 4 |
| Inappropriate Customer Conduct | 2 | 2 |
| Employee On Duty Injury | 2 | 2 |
| Employee Embezzlement | 1 | 3 |

**LIST OF KEY PUBLICS**

**ENABLING PUBLICS**

All publics listed below should be notified of a widespread food contamination crisis through the Directory page of Bob.com through telephone or email. The publics below are listed in rank order of notification and contact information can be found either through the [Crisis Directory](#CrisisDirectory) or on Bob.com.

* Executive Family Leadership
  + Joe Sheetz, CEO
  + Travis Sheetz, President & COO
  + Adam Sheetz, EVP, Operations
  + Ryan Sheetz, VP, Marketing & Brand
  + Emily Sheetz, VP, Strategy & IT
  + Louie Sheetz, Board Director
* Board of Directors
  + Stan Sheetz, Board Chairman
  + Steve Sheetz, Sheetz Family Council Chairman
  + Bill Goodspeed, Board Member
  + Chet Cadieux, Board Member
  + John Tracy, Board Member
  + Stephanie Wilkes, Board Member
  + Tom Barr, Board Member
  + Robin Toomey, Internal Board Member
* Government Regulators
  + U.S. Department of Energy (DOE)
    - Better Buildings Challenge
  + U.S. Department of Agriculture (DOA)
  + U.S. Environmental Protection Agency (EPA)
  + U.S. Department of Public Health (DPH)
  + U.S. Drug & Food Administration (FDA)
  + U.S. Department of Labor
* State Government Officials (City, State, County—see [Notifying Publics](#NotifyingPublics))
  + Pennsylvania
    - Pennsylvania Liquor Control Board\*
  + Ohio
  + West Virginia
  + Virginia
  + Maryland
  + North Carolina
  + Local Government
    - City Mayor: EXAMPLE: Bill Peduto, Mayor of Pittsburgh
    - City Council: EXAMPLE: Pittsburgh Districts 1-8 + Wards and Neighborhoods (9 members)
    - City Manager/ Controller: EXAMPLE: Michael Lamb, Pittsburgh City Controller
    - City Administration and subsequent divisions

**LIST OF KEY PUBLICS CONT.**

**FUNCTIONAL PUBLICS**

All publics listed below should be notified of a widespread food contamination crisis through the Directory page or the Contact Chain Procedure link on Bob.com through employee newsletter or news release.

* Legal Counsel
  + Gary Zimmerman, VP General Counsel, Sheetz
  + Jamie Lynch, Senior Admin. Asst.
  + Anna Caporuscio, Director of Legal Services
  + Scott Brenneman, Director of Security & Risk
* Employees (over 20,000 total)
  + Corporate Employees
    - [Crisis Team](#CrisisCommTeam)
  + Store Teams (634 locations)
* Suppliers & Vendors
  + Sheetz Distribution Services, LLC
  + Herbert, Rowland & Grubic, Inc. (HRG)
  + Dawn Food Products
  + Brown Distribution
  + PepsiCola
  + ConAgra Snack Foods
  + Coca-Cola
  + Pennsylvania Food Merchants Association
  + Malt Beverage Distributors
* Consumers
  + Local community members and customers in the states of: (depending on location of crisis)
    - Pennsylvania
    - Ohio
    - West Virginia
    - Virginia
    - Maryland
    - North Carolina

**LIST OF KEY PUBLICS CONT.**

**NORMATIVE PUBLICS**

All publics listed below should be notified of a widespread food contamination crisis through news release or social media alert.

* Charities and Partnerships
  + Keep Pennsylvania Beautiful (KPAB)
  + Sheetz For the Kidz Charity Foundation
  + Feeding America
  + Special Olympics (Pennsylvania)
  + Kidz Meal Bagz program
* Competitors
  + Wawa
  + Rustan’s
  + Din Dawood Stores
  + Robinsons Retail
  + 7-Eleven
  + Kum & Go
  + Casey’s
  + QuikTrip
  + Kangaroo Express
* Sponsorships and Donations
  + Script Program
  + Feeding America Food Donations
  + Esports Team
  + Richmond Raceway
  + Pittsburg Knights
  + Commonwealth Games of Virginia
  + Sheetz Big Joe Employee Scholarship Program Recipients

**DIFFUSED PUBLICS**

All publics listed below should be notified of a widespread food contamination crisis through news release or social media alert.

* Community Residents
* National Media
  + Broadcast Media
    - NBC, ABC, CNN, CBS, FOX, CW, Telemundo
  + News Media
    - CNN, The New York Times, The Washington Post, Breitbart, Fox News, Huffington Post, VICE, USA Today
* Local Media
  + Traditional Print Media: EXAMPLE: Pittsburgh Post-Gazette, Murrysville Star, Tribune Review
  + Local Broadcast Media: EXAMPLE: Pittsburgh: KDKA, WTAE-TV, WPXI, WQED, WIMP

**NOTIFYING PUBLICS**

Sheetz is committed to providing a safe and healthy environment for all employees, customers, vendors and any other visitors. In the case of a widespread food contamination crisis, all Sheetz employees should follow the **Sheetz Employee Health Policy & Reporting Procedure.**

If an employee suspects that they, their co-workers, or their customers have been exposed to a foodborne contamination issue or disease, or shows symptoms of such an issue, it is required to report this to a supervisor or manager **IMMEADIATELY.**

The following foodborne infectious diseases/medical conditions must be reported:

1. **COVID-19 Coronavirus**
2. Chemical Food Contamination
3. Microbial Food Contamination
4. Physical Food Contamination
5. Allergenic Food Contamination
6. Hepatitis A Virus (Not Hepatitis B or C)
7. Typhoid Fever (Salmonella Typhi)
8. Nontyphoidal Salmonella/Salmonella spp
9. Shigellosis (Shigella spp)
10. Enterohemorrhagic or Shiga toxin-producing Escherichia coli (STEC)
11. Norovirus
12. Campylobacter (Ohio ONLY)
13. Giardia (Ohio ONLY)
14. Cryptosporidium (Ohio ONLY)
15. Cyclospora (Ohio ONLY)
16. Vibrio Cholerae (Ohio ONLY)
17. Yersinia (Ohio ONLY)
18. Entamoeba Histolytica (Ohio ONLY)

Supervisors and managers that have been notified by an employee that one of the conditions noted above has occurred or been exposed to must **IMMEADIATELY** contact Store Solutions at 1-800-487-5444 and ask to speak with Employee Relations. The Director of Quality Assurance and Food Safety or the Director of Employee Relations will make all decisions on possible exclusions from the premises, decisions relating to the food contamination or illness issue and will notify the State/Local Health Departments as required by law.

From there, the Sheetz Communications Teams will notify the proper [Key Publics](#ListofKeyPublics) depending on the scope and urgency of the contamination issue and next steps that are being taken to ensure the health and safety of all Sheetz employees and customers.

**NOTIFYING PUBLICS CONT.**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PHONE** | **EMAIL** | **SOCIAL MEDIA** | **WEBSITE** | **EMPLOYEE NEWSLETTER** | **IN-PERSON VISIT** | **NEWS RELEASE** | **PRESS MEETING** |
| **Store Manager** | Store Employee | Store Employee | Melissa McKee | Katelyn Baur | Katelyn Baur | District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Store Solutions** | Store Manager |  |  |  |  |  |  |  |
| **Employee Relations** | Store Manager |  |  |  | Katelyn Baur |  |  |  |
| **District Managers** | Store Manager | Store Manager | Melissa McKee | Katelyn Baur | Katelyn Baur | Regional Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Regional Manager** | Store Manager | Store Manager OR District Manager | Melissa McKee | Katelyn Baur |  | Ryan Sheetz | Nicholas Ruffner | Nicholas Ruffner |
| **Executive Leadership** | Regional Manager | Regional Manager | Melissa McKee | Katelyn Baur |  | Regional Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Board of Directors** | Adam Sheetz | Nicholas Ruffner | Melissa McKee | Ryan Sheetz | Katelyn Baur | Ryan Sheetz | Nicholas Ruffner | Nicholas Ruffner |
| **Local Health Departments** | Nicholas Ruffner | Nicholas Ruffner | Melissa McKee | Katelyn Baur |  | Nicholas Ruffner | Nicholas Ruffner | Nicholas Ruffner |
| **State Health Departments** | Nicholas Ruffner | Nicholas Ruffner | Melissa McKee | Katelyn Baur |  | Nicholas Ruffner | Nicholas Ruffner | Nicholas Ruffner |
| **Store Employees** | Adam Sheetz, Store Manager | Ryan Sheetz | Melissa McKee | Katelyn Baur | Ryan Sheetz | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Local Customers/ Community Members** | Store Manager, District Manager, Debbie Scordo | Ryan Sheetz | Melissa McKee | Katelyn Baur |  | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Vendors/ Distributors** | Store Manager | Ryan Sheetz | Melissa McKee | Katelyn Baur |  | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |

**NOTIFYING PUBLICS CONT.**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PHONE** | **EMAIL** | **SOCIAL MEDIA** | **WEBSITE** | **EMPLOYEE NEWSLETTER** | **IN-PERSON VISIT** | **NEWS RELEASE** | **PRESS MEETING** |
| **Legal Team** | Nicholas Ruffner | Nicholas Ruffner |  |  |  | Nicholas Ruffner | Nicholas Ruffner | Nicholas Ruffner |
| **Local Partners** | Store Manager | Adam Sheetz | Melissa McKee | Katelyn Baur |  | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Stakeholders** | Nicholas Ruffner OR Debra Scordo | Adam Sheetz | Melissa McKee | Katelyn Baur |  |  | Nicholas Ruffner | Nicholas Ruffner |
| **Local Print Media** | Nicholas Ruffner OR Debra Scordo | Adam Sheetz | Melissa McKee | Katelyn Baur |  | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Local Broadcast Media** | Nicholas Ruffner OR Debra Scordo | Adam Sheetz | Melissa McKee | Katelyn Baur |  | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Neighboring Businesses** | District Manager OR Regional Manager | Adam Sheetz | Melissa McKee | Katelyn Baur |  | Store Manager, District Manager | Nicholas Ruffner | Nicholas Ruffner |
| **Local Government** | District Manager OR Regional Manager | Adam Sheetz | Melissa McKee | Katelyn Baur |  | District Manager | Nicholas Ruffner | Nicholas Ruffner |

**CRISIS COMMUNICATIONS TEAM**

**Crisis Manager: Nicholas Ruffner, Manager of Communications & Public Relations**

* Streamline Sheetz communications strategy to increase secured media relations.
* Lead Communications Team in managing and diffusing crisis in a timely fashion.
* Communicate with stakeholder and key publics on updates and next steps.
* Handle all press inquiries.
* Draft press statements and news releases; coordinate with Social Media and Internal Communications Directors to draft social media and website content.
* Communicate with Executive Leadership and communications team about crisis progression.

**Control Room Coordinator: Nicole Auman, Director of Brand Development**

* Lead Communications Team in managing and diffusing crisis in a timely and appropriate fashion.
* Oversee and help draft press statements and news releases; handle press inquiries when appropriate.
* Communicate with Executive Leadership and communications team about crisis progression.
* Set up and maintain crisis control center in either corporate or local headquarters; serve as channel of communications for local stores.

**Executive Leadership Communicator: Ryan Sheetz, EVP of Marketing and Brand Development**

* Communicate with Sheetz Executive Leadership, Board of Directors, and Stakeholders.
* Serve as final approver on all communications content.

**Public & Community Outreach: Debra Scordo, Public & Community Relations**

* Provide Regional, District, and Store Managers with statements and information to give to local communities, stakeholders, government and vendors.
* Draft content for press inquiries for local communities and news outlets.
* Research local media outlets and community donors and partnerships in area of crisis concern.

**Employee Communications Manager: Michele Delaney, Manager of Internal Communications**

* Draft content for Employee newsletter for Travis and Adam Sheetz to send out.
* Draft content for Regional, District and Store manager on next steps of crisis management.

**CRISIS COMMUNICATIONS TEAM CONT.**

**Employee Communications Manager: Chris Fasick, Director of Employee Relations**

* Communicate with Regional and District Managers on next steps in crisis management and forthcoming information and updates.
* Provide Regional and District Managers with press/ media relations talking points and instructions on how to communicate properly with local media outlets.
* Provide Regional and District Managers with proper employee conduct and updated health and safety information in accordance with identification of what caused the food contamination.

**Social Media Outreach: Melissa McKee, Social Media Manager**

* Draft content for all Sheetz social media accounts and pages; keep pages updated with forthcoming information and next steps of crisis management.
* Provide Sheetz employees with suitable and non-suitable social media practices in times of crisis.
* Provide Sheetz customers and key publics with forthcoming information through official Sheetz social media accounts and pages; work with Crisis Manager on posting suitable content.

**Employee Relations: Terry Allen, Director of Regional Operations; District Managers; Store Managers**

* Relay all relevant crisis information and next steps/ actions to all employees according to the chain of command.
* Provide all employees with proper guidance on how to communicate with local press inquiries.
* Provide all employees with proper health and safety training updates and new procedures (if applicable).
* Keep all employees updated of ongoing crisis situation and any updates relevant to their work environment.

**CRISIS DIRECTORY**

This crisis directory contains the contact information for the Crisis Communications Team, the Sheetz Board of Directors, Employee Relations, and District and Local Store Management. All of those listed should be notified in the event of a crisis like widespread food contamination. A more detailed version of this directory is also available on Bob.com under “People Directory.”

Please refer to the [“Notifying Publics”](#NotifyingPublics) section of the Crisis Communications Plan on page 12 for the chain of command that will be used to notify all those listed below and external key publics.

**CRISIS TEAM**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NAME** | **TITLE** | **PHONE NUMBER** | **EMAIL** | **EMERGENCY CONTACT** |
| Terry Allen | Director of Regional Operations [DP505] | (814) 239-9796 | tallen@sheetz.com | (814) 502-5696 |
| Nicole Auman | Director of Brand Development | (814) 239- 1311 | nauman@sheetz.com |  |
| Melissa McKee | Social Media Manager | (814) 941-5198 | mamckee@sheetz.com |  |
| Ryan Sheetz | EVP of Marketing & Brand Development | (814) 947- 5375 | rsheetz@sheetz.com |  |
| Debra Scordo | Public & Community Relations Coordinator | (814) 941- 5286 | dscordo@sheetz.com |  |
| Nicholas Ruffner | Manager of Communications & Public Relations | (814) 941- 5183 | nruffner@sheetz.com |  |

**CRISIS DIRECTORY CONT.**

**BOARD OF DIRECTORS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NAME** | **TITLE** | **PHONE NUMBER** | **EMAIL** | **EMERGENCY CONTACT** |
| Tom Barr | Board Member | 1(206) 369-1815 | tombarr11@gmail.com |  |
| Chet Cadieux | Board Member | 1(918) 615- 7700 | chetcad@quiktrip.com |  |
| Bill Goodspeed | Board Member | 1(207) 210-1996 | williambgoodspeed@gmail.com |  |
| Stan Sheetz | Board Chairman | (814)941-5135 | stansh@sheetz.com |  |
| Steve Sheetz | Sheetz Family Council Chairman | (814) 941-5150 | stevesh@sheetz.com |  |
| John Tracy | Board Member | 1(636) 537-4002 | jtracy@dotfoods.com |  |
| Robin Toomey | Internal Board Member | 1(301) 802-3451 | robintoomey27@gmail.com |  |
| Stephanie Wilkes | Board Member | 1(973) 216- 3458 | swilkes32@googlemail.com |  |

**LEGAL TEAM**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NAME** | **TITLE** | **PHONE NUMBER** | **EMAIL** | **EMERGENCY CONTACT** |
| Gary Zimmerman | VP, General Counsel | (814) 626-8276 | gzimmerm@sheetz.com |  |
| Jamie Lynch | Senior Admin. Asst. | (814) 626- 8305 | jlynch@sheetz.com |  |
| Anna Caporuscio | Director, Legal Services | (814) 626- 8233 | acaporus@sheetz.com |  |

**CRISIS DIRECTORY CONT.**

**EMPLOYEE & REGIONAL OPERATIONS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NAME** | **TITLE** | **PHONE NUMBER** | **EMAIL** | **EMERGENCY CONTACT** |
| Chris Fasick | Director of Employee Relations | (814) 626- 8272 | cfasick@sheetz.com |  |
| Terry Allen | Director of Regional Operations | (814) 239- 9796 | tallen@sheetz.com |  |
| Michele Delaney | Manager of Internal Communications | (814) 941- 5254 | pdelaney@sheetz.com |  |
|  | Regional Manager |  |  |  |

**DISTRICT & STORE MANAGERS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NAME** | **TITLE** | **PHONE NUMBER** | **EMAIL** | **EMERGENCY CONTACT** |
|  | District Manager |  |  |  |
|  | Store Manager |  |  |  |
|  | Assistant Manager |  |  |  |
|  | Kitchen Manager |  |  |  |
|  | Hospitality Manager |  |  |  |
|  | Shift Supervisor |  |  |  |

**MEDIA SPOKESPERSONS**

The following individuals will serve as the spokespersons for Sheetz Inc. in the event of a food contamination crisis.

**Primary Media Spokespersons:** - Joe Sheetz, Chief Executive Officer of Sheetz Inc.

- Travis Sheetz, President and COO of Sheetz Inc.

- Nicolas Ruffner, Manager of Public Relations and

Communications

**Alternative Primary Spokespersons:** - Stan Sheetz, Chairman of Board of Directors

- Steve Sheetz, Sheetz Family Council Chairman

**Regional/ District Spokespersons:** - Terry Allen, Director of Regional Operations

- \_\_\_\_\_\_\_\_\_\_, Regional Manager of region in crisis

- \_\_\_\_\_\_\_\_\_\_, District Manager of district in crisis

- \_\_\_\_\_\_\_\_\_\_, Store Manager of local store in crisis\*

\*(if applicable)

**E****MERGENCY PERSONNEL & LOCAL OFFICIALS**

This section retains a blank template that will be completed and complied by the Public & Community Relations Coordinator and Crisis Communications Team Manager. The Coordinator should reach out to the following personnel using the [Crisis Directory](#CrisisDirectory) for more information about regional, district, and local emergency personnel:

* Terry Allen, Director of Regional Operations
* Regional Managers (applicable to crisis location)
* District Managers (applicable to crisis location)

Listed below is an example of what a List of Emergency Personnel and Local Officials should look like using the City of Pittsburgh, PA, District [DP510].

**EMERGENCY PERSONNEL & LOCAL OFFICIALS CONT.**

|  |  |  |
| --- | --- | --- |
| **NAME** | **PHONE NUMBER** | **ADDRESS** |
| **Bill Peduto, Mayor of Pittsburgh** | (412) 255-2626 | 414 Grant Street, 5th Floor  Pittsburgh, PA 15219 |
| **Pittsburgh Office of City Clerk** | 412-255-2138 | 414 Grant St, Pittsburgh, PA 15219 |
| **Michael Lam, City Controller** | 412-255-2054 | 414 Grant Street  Pittsburgh, Pennsylvania 15219 |
| **Local Hospitals**  **UMPC East**  **UPMC Magee Womens**  **UPMC Presbyterian**  **UPMC Children’s**  **Allegheny General**  **UPMC Mercy**  **West Penn** | **East:** (412) 357-3000  **Magee:** (412) 641-1000  **Presby:** (412) 647-2345  **Children’s:** (412) 692-5325  **AG:** (412) 359-3131  **Mercy:** (412) 232-8111  **West Penn:** (412) 578-5000 | **East:** 2775 Mosside Blvd, Monroeville, PA 15146  **Magee:** 300 Halket St, Pittsburgh, PA 15213  **Presby:** 200 Lothrop St, Pittsburgh, PA 15213  **Children’s:** 4401 Penn Ave, Pittsburgh, PA 15224  **AG:** 320 E North Ave, Pittsburgh, PA 15212  **Mercy:** 1400 Locust St, Pittsburgh, PA 15219  **West Penn:** 4800 Friendship Ave, Pittsburgh, PA 15224 |
| **Rich Fitzgerald, Allegheny County** | (412) 350-6500 | 436 Grant St # 101, Pittsburgh, PA 15219 |
| **Sean Kertes, Westmoreland County** | (724) 830-3104 | 2 N Main St. 101 Greensburg, PA 15601 |
| **Pittsburgh Bureau of Police**  **Police Zone 1**  **Police Zone 2**  **Police Zone 3**  **Police Zone 4**  **Police Zone 5**  **Police Zone 6** | **Zone 1:** 412-323-7201  **Zone 2:** 412-255-2827  **Zone 3**: 412-488-8326  **Zone 4:** 412-422-6520  **Zone 5:** 412-665-3605  **Zone 6:** 412-937-3051 | **Zone 1:** 1501 Brighton Road  Pittsburgh, PA 15212  **Zone 2:** 2000 Centre Avenue  Pittsburgh, PA 15219  **Zone 3:** 830 East Warrington Avenue  Pittsburgh, PA 15210  **Zone 4:** 5858 Northumberland Street  Pittsburgh, PA 15217  **Zone 5:** 1401 Washington Blvd Pittsburgh, PA 15206  **Zone 6:** 312 S. Main Street  Pittsburgh PA 15220 |
| **Pittsburgh Fire Department Headquarters** | 412-255-2860 | 200 Ross Street, 5th Floor  Pittsburgh, PA 15219 |
| **Darryl E. Jones, Fire Chief** | 412-255-2860 |  |

**EMERGENCY PERSONNEL & LOCAL OFFICIALS CONT.**

Listed below is a blank version template that the Public & Community Relations Coordinator and Crisis Communications Team Manager should compile once the geographic location of the crisis areas of concern(s) are determined. Crisis Coordinator and Team Manager are invited to add more contact information than those listed here if/when needed.

|  |  |  |
| --- | --- | --- |
| **NAME** | **PHONE NUMBER** | **ADDRESS** |
| **City Mayor** |  |  |
| **Office of City Clerk** |  |  |
| **City Controller** |  |  |
| **Local Hospital(s)** |  |  |
| **County Executive** |  |  |
| **Bureau of Police Department** |  |  |
| **Fire Department Headquarters** |  |  |
| **Fire Chief** |  |  |

**LIST OF KEY MEDIA**

This section retains a fill in the blank template that will be completed and complied by the Crisis Team Manager and the Public & Community Relations Coordinator. The Coordinator should research and provide the team with more information about regional, district, and local media outlets for the crisis area in question. The Coordinator should reach out to the following personnel using the [Crisis Directory](#CrisisDirectory) for more information about regional, district, and local media outlets:

* Terry Allen, Director of Regional Operations

Listed below is an example of what a List of Key Media should look like using the City of Pittsburgh, PA, District [DP510].

**LOCAL PRINT/ ONLINE NEWSPAPER MEDIA**

|  |  |  |  |
| --- | --- | --- | --- |
| **ORGANIZATION NAME** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** |
| **Pittsburgh Post-Gazette** | Tim McDonough, Assistant Managing Editor | 412-263-1961 | tmcdonough@post-gazette.com |
| **Pittsburgh Tribune- Review** | Luis Fábregas, Editor | 724-226-4666 | lfabregas@triblive.com |
| **Pittsburgh City Paper** | Lisa Cunningham, Editor in Chief | 412-685-9009 | lcunning@pghcitypaper.com |
| **Pittsburgh Current** | Charlie Deitch | 412-254-2477 | charlie@pittsburghcurrent.com |
| **Penn-Franklin News** | Charles K. Cooper | 724-327-3471 | news@penn-franklin.com |
| **The Bulletin** | Andrew McKeon, Editor in Chief | 412-441-6950 (ext. 13 | Andrew@Bloomfield-Garfield.org |
| **Green Tree Times** | Shelly Davis | 412-956-9265 |  |
| **Payday Report** | Mike Elk, Senior Labor Reporter & Founder |  | melk@paydayreport.com |
| **Pittsburgh Business Times** | Jennifer Beahm | 412-208-3820 | jbeahm@bizjournals.com |
| **Pittsburgh Courier** | Allison Palm | 412-481-8302 | apalm@newpittsburghcourier.com |

**LIST OF KEY MEDIA CONT.**

**LOCAL BROADCAST MEDIA (TV)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **STATION TITLE** | **NETWORK** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** | **NETWORK OWNER** |
| [**KDKA**](https://en.wikipedia.org/wiki/KDKA-TV) | [CBS](https://en.wikipedia.org/wiki/CBS) |  | 412-575-2245 | NewsDesk@KDKA.com | [CBS](https://en.wikipedia.org/wiki/CBS_Television_Stations) |
| [**WTAE**](https://en.wikipedia.org/wiki/WTAE-TV) | [ABC](https://en.wikipedia.org/wiki/American_Broadcasting_Company) | Jim Parsons, News Director | 412-244-4444 | news@wtae.com | [Hearst](https://en.wikipedia.org/wiki/Hearst_Television) |
| [**WPXI**](https://en.wikipedia.org/wiki/WPXI) | [NBC](https://en.wikipedia.org/wiki/NBC) |  |  | studio11@wpxi.com | [Cox Media](https://en.wikipedia.org/wiki/Cox_Media_Group) |
| [**WQED**](https://en.wikipedia.org/wiki/WQED_(TV)) | [PBS](https://en.wikipedia.org/wiki/PBS) |  | 412 622-1300 |  |  |
| [**WPCW**](https://en.wikipedia.org/wiki/WPCW) | [The CW](https://en.wikipedia.org/wiki/The_CW_Television_Network) |  | 412-575-2200 | feedback@wpcwtv.com | [CBS](https://en.wikipedia.org/wiki/CBS_Television_Stations) |
| [**WPNT**](https://en.wikipedia.org/wiki/WPNT) | [MyTV](https://en.wikipedia.org/wiki/MyNetworkTV) |  | 412.931.5300 |  | [Sinclair](https://en.wikipedia.org/wiki/Sinclair_Broadcast_Group) |
| [**WPCB**](https://en.wikipedia.org/wiki/WPCB-TV) | [Cornerstone](https://en.wikipedia.org/wiki/Cornerstone_Television) |  | 412-824-3930 | info@ctvn.org | [Cornerstone](https://en.wikipedia.org/wiki/Cornerstone_Television) |
| [**WPGH**](https://en.wikipedia.org/wiki/WPGH-TV) | [Fox](https://en.wikipedia.org/wiki/Fox_Broadcasting_Company) |  | 412.931.5300 | Pittsburgh-WPGH-Programming@sbgtv.com | [Sinclair](https://en.wikipedia.org/wiki/Sinclair_Broadcast_Group) |

**LIST OF KEY MEDIA CONT.**

**LOCAL BROADCAST RADIO**

|  |  |  |  |
| --- | --- | --- | --- |
| **ORGANIZATION NAME** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** |
| **KDKA 1020 AM** |  | 412-575-2544 |  |
| **KQV 1410 AM** |  |  |  |
| **WDVE (102.5)** |  | 412-333-9383 |  |
| **WXDX (105.9)** |  | 412-937-1441 |  |
| **WBZZ (100.7 Star)** |  | 412-920-9400 |  |
| **WKST-FM (96.1 Kiss)** |  | 412-937-9610 |  |
| **WPGB (104.7 News)** |  | 412-333-1047 |  |
| **WESA** | Patrick Doyle, News Director | 412.381.9131 | pdoyle@wesa.fm |
| **WQED-FM** |  | 412-622-1370 |  |
| **WYEP (91.3 FM)** |  |  |  |
| **Radio Information Service (Blind & Visually Imparied)** |  |  |  |
| **WRCT (Carnegie Mellon University)** |  | 412-621-0728 | info@wrct.org |
| **WPTS (University of Pittsburgh)** | Darren Campuzano |  | stationmanager@wptsradio.org |

**LIST OF KEY MEDIA CONT.**

Listed below is all national media that should be contacted and considered no matter the geographical location of the food contamination crisis in question.

**NATIONAL PRINT/ONLINE MEDIA**

|  |  |  |  |
| --- | --- | --- | --- |
| **ORGANIZATION NAME** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** |
| **CNN** |  | (212) 413- 6142 | NBCNewsMediaRelations@nbcuni.com |
| **New York Times** | Eileen Murphy |  | Eileen.murphy@nytimes.com |
| **Washington Post** |  | (202) 334-6000 |  |
| **Breitbart** |  |  |  |
| **Associated Press** |  |  | info@ap.org |
| **USA Today** | E. Calvo | (305) 805- 6403 |  |
| **The Wall Street Journal** | Aaron Lucchetti | (212) 416- 2500 |  |
| **Newsday** | Greg Gutes | (631) 843- 2700 |  |
| **New York Post** | James Covert |  | jcovert@nypost.com |
| **FOX** | Berry Porter |  | Porter.Berry@foxnews.com |

**LIST OF KEY MEDIA CONT.**

**NATIONAL BROADCAST MEDIA (TV)**

|  |  |  |  |
| --- | --- | --- | --- |
| **ORGANIZATION NAME** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** |
| **NBC** |  | (212) 413- 6142 | NBCNewsMediaRelations@nbcuni.com |
| **ABC** | Sally Jackson |  | Jackson.sally@abc.net.au |
| **CNN** | Lauren Bobek |  |  |
| **CBS** | Debbie Marcus | (212) 975- 3238 | demarcus@cbs.com |
| **FOX** | Berry Porter |  | Porter.Berry@foxnews.com |
| **CW** | Suzanne Gomez | (818) 977-4115 | Suzanne.Gomez@cwtv.com |
| **Telemundo** | E. Calvo | (305) 805- 6403 |  |

**NATIONAL RADIO BROADCAST**

|  |  |  |  |
| --- | --- | --- | --- |
| **ORGANIZATION NAME** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** |
| **NPR** | Ben Fishel |  | mediarelations@npr.org |
| **iHeartMedia** |  |  |  |
| **Cumulus Media** |  |  | press@cumulus.com |
| **Entercom** |  |  |  |
| **Townsquare Media** |  |  |  |

**LIST OF KEY MEDIA CONT.**

Listed below is a blank template for the Crisis Team Manager and Public & Community Relations Coordinator should use when filling in local media contacts once the geographic boundaries of the crisis has been determined. This template can also be used for national media headlines as well and should be as long and detailed as the crisis mandates. Please refer to the examples above. This template should be repeated for all key media categories as shown in the examples above, including, but not limited to:

* Local Print/Online News Media
* Local Broadcast Media (TV)
* Local Broadcast Radio Media

More information on how to properly fill in the List of Key Media form will be discussed during rehearsals (see [rehearsal dates](#RehearsalDates)).

|  |  |  |  |
| --- | --- | --- | --- |
| **ORGANIZATION NAME** | **MEDIA CONTACT** | **PHONE NUMBER** | **EMAIL** |
| **NAME 1** |  |  |  |
| **NAME 2** |  |  |  |
| **NAME 3** |  |  |  |
| **NAME 4** |  |  |  |

**SPOKESPERSONS FOR RELATED ORGANIZATIONS**

This list includes all spokespersons for related organizations that Sheetz has significant partnerships for. It should be noted that depending on which geographical location the food contamination crisis has occurred in, different spokespersons not listed may be used for the same organization. This list should be updated as soon as the crisis’ geographical location has been determined.

|  |  |  |  |
| --- | --- | --- | --- |
| **RELATED ORGANIZATION** | **SPOKESPERSON** | **EMAIL** | **PHONE NUMBER** |
| **Sheetz For the Kidz\*\*\*** | Brittany Funcheon, Executive Director, Sheetz Family Charities | bfuncheo@sheetz.com | 814-626-8243 |
| **Toys for Tots\*** | James B. Lassiter, President & CEO |  |  |
| **Special Olympics\*\*\*** | Lucy Meyer | lucymeyer1313@gmail.com |  |
| **Script Program\*\*\*** | Shianna Peace | speace@sheetz.com | 814/626-8166 |
| **Feeding America \*\*\*** | Claire Babineaux-Fontenot, CEO; Local Spokesperson |  |  |
| **Esports Team\*\*\*** | RODERICK ALEMANIA |  |  |
| **Richmond Raceway\*\*** | Dennis Bickmeier |  |  |
| **Commonwealth Games of Virginia\*\*** | Dan Foutz, President | dfoutz@commonwealthgames.org |  |
| **Sheetz Employee Scholarship Program\*\*\*** | Brittany Funcheon, Executive Director, Sheetz Family Charities | bfuncheo@sheetz.com | 814-626-8243 |
| **Wawa\*\*\*** | Chris Gheysens, CEO | https://www.linkedin.com/in/chris-gheysens-2102997/ |  |
| **Grubhub\*\*\*** | Matt Maloney, CEO |  |  |
| **Make A Wish Foundation\*\*\*** | Lauren DiGeronimo | laurend@trailrunnerint.com | 619-550-7424 |

\*PA only \*\*VA only \*\*\*Pertains to all Sheetz locations

**CRISIS COMMUNICATIONS CONTROL CENTER**

In the case of a widespread food contamination outbreak crisis, Sheetz Headquarters will remain physically unaffected as all food preparation is shipped directly to local stores. Local store managers will contact Store Solutions, who will contact Employee relations, who will then alert our Executive Office and our Crisis Communications Team. If a damaging, large crisis has been determined that could prove detrimental to the operations and reputation of Sheetz Inc. as a whole (contamination found in a significant number of stores in a region or district), the Crisis Communications Team will report to Conference Room 4 in the Sheetz instead of their individual offices until the resolution of the crisis.

The address for Sheetz Inc. Headquarters is listed below:

**Sheetz Corporate Office Headquarters**

Conference Room 4, Floor 4

5700 6th Ave.

Altoona, PA 16602

**EQUIPMENT AND SUPPLIES**

**BASIC SUPPLIES**

* Crisis Communications Plan
* Hardcopy Press Materials
* Paper and Envelopes with Company Logo
* Company Letterhead
* Printer Paper
* Whiteboard and Dry Erase Markers
* Writing Materials
  + Pencils, Pens, other
* Conference Table and Chairs
  + One for each team member plus two extra (10)
* Bulletin Boards
* Map of area in crisis (Store location and nearby Sheetz stores)
* Coffee Machine
  + Preferred Coffee beans and K-Cups
  + Tea Bags
  + Coffee Cups
* Refreshments
  + Water
  + Soda
  + Juice
  + Cups
* Lunch—brought or ordered from local restaurants or Sheetz Stores
* Snacks
  + Pretzels
  + Bagged Chips
  + Veggie Tray
  + Finger Sandwiches
* Cases of Bottled Water (3)
* Filing Cabinet
* Copy Machine

**EQUIPMENT AND SUPPLIES CONT.**

**TECHNOLOGY**

* Company Laptop Computers and Chargers
* Speaker Telephones (conference calls) (3)
* Company Telephone
* Personal Cellphones and Charging Equipment
* Wall Projector
* Video Camera
  + Video Production Equipment
  + Headphones and Microphones
* Company Radio
* Secure VPN
* External Hard Drive
* Flash Drives
* Printer
* Scanner
* Fax Machine

**MEDIA SUPPLIES**

* Crisis Communication Plan Hardcopies (10)
* Contact List
* Media Directories
* Vendor Directories
* Employee Directories
* Social Media Directories
* Health and Safety Code (pertaining to State in Question)
* Local Contact Information
* Relevant Contact Information
* B-roll Film
* Press Kits
  + News Releases
  + Media Alerts
  + Social Media Draft Content
  + Executive Statement
* Recipes for Sheetz Made To Order Menu Items
* List of vendors and distributors
* Inventory list of:
  + Stocked Ingredients (including alcohol items)
* Employee Kitchen Safety Precautions and Health Measures
* List of local hospitals nearby geographical location of food contamination outbreak
* List of employees and store managers on duty at time contamination was discovered

**PRE-GATHERED INFORMATION**

The pre-gathered materials listed below can be found on [Bob.com](https://bob.sheetz.com/) and is accessible to all Sheetz Employees through their Username and Employee Password. Office management and the Crisis Communications Team will keep a copy of the following documents in both hard copy format and on a flash drive in a secure location in their office or home. Individuals will be responsible for updating these documents on their flash drives as edits and changes are made to ensure they have the most current versions of all documents.

* Staff Biographies
* Staff Contact Information
* Board of Directors Biographies
* Board of Directors Contact Information
* Executive Office Biographies
* Executive Office Contact Information
* Updated Versions of the Crisis Communications Plan for Food Contamination
* Updated Phone Directory
  + Phone Numbers for Store Solutions
  + Phone Numbers for Employee Relations
* Updated Food Contamination Procedures and Instructions for Store Managers
* Annual Reports
* Sheetz Financial Information
* FAQ for Food Contamination Procedures
* Training Information
  + Employee Training Modules (Talent Workz)
  + Manager Training Modules (Talent Workz)
* Previous News/ Media Releases
* Company Partners and Sponsorships
* Local Emergency Personnel and Related Officials Contact Information

The following pre-gathered materials listed below can be found on [Bob.com](https://bob.sheetz.com/) but are only accessible to the Crisis Communications Team and the Executive Office through their unique login information. Questions about obtaining a copy of the following documents can be directed to Nicholas Ruffner (see [Crisis Team Directory](#CrisisCommTeam)).

* News Release and Media Alert Templates for Food Contamination Crisis
* Media FAQ Documents
* Media Relations Training and Spokesperson Preparation
* Photos and Sheetz B-rolls
* Legal Implications Document
* Sheetz Legal Team Contact Information
* Related Organizations Contact Information

**KEY MESSAGES**

In the event of any crisis, it is important to notify the public in order to prevent rumors and unconfirmed or untrue information from spreading. The Crisis Team should work with the Executive office to craft key messages depending on the how a food contamination crisis unfolds. Below are some general key messages and some specific key messages that can be utilized.

**GENERAL KEY MESSAGES**

* Sheetz Inc. is a family- owned convenience store chain that strives to fulfill our mission of meeting the needs of customers on the go 24/7/365.
* Sheetz Inc. is committed to our customers, our employees and the communities in which we operate in everything we do.
* Above all else, Sheetz is about providing kicked-up convenience while being more than just a convenience store. We’re more than just a one-stop-shop, we’re a mecca for people on the go.
* Our mission at Sheetz is to provide fast, friendly service and quality products in clean and convenient locations. We work hard to make sure we deliver on our mission promise every day.
* Our vision is to create the business that will put Sheetz, as we know it today, out of business. That’s what keep us focused and how we’re able to succeed.
* We’re able to succeed because we have outstanding employees with a commitment to Total Customer Focus (TCF). Our employees strive to meet the needs of our busy customers and they are active participants in the communities in which we operate.

**KEY MESSAGES CONT.**

**CRISIS-SPECIFIC KEY MESSAGES**

* Store #[STORE NUMBER] is recalling [QUANTITY AND/OR TYPE OF PRODUCT] because it has the potential to be contaminated with [TYPE OF CONTAMINATION]. This product was distributed at [LISTING OF STATES AND LOCAL AREAS WHERE PRODUCT WAS SOLD] and was included in [SHEETZ FOOD ITEMS].
* A case of food contamination was detected at Sheetz Store # [STORE NUMBER] in [CITY NAME], [STATE NAME] on [DATE]. We ask that all local residents experiencing [CONTAMINATION SYMPTOMS] please call this number: 1-800-280-4357.
* To safeguard members of [LOCAL COMMUNITIES], our team members at Sheetz Store # [STORE NUMBER] are actively [FOOD CONTAMINATION HEALTH & SAFTEY MEASURES].
* An immediate recall of [SHEETZ FOOD ITEM] has been issued to all local Sheetz stores in [CITY NAME], [STATE NAME]. Managers should immediately pull items containing [FOOD PRODUCT] and write off these items using the “Food Waste” code.
* Sheetz Inc. is working closely with [LOCAL HEALTH AND SAFETY DEPARTMENT] and our vendors to ensure that all future [FOOD PRODUCT] in local Sheetz stores are fresh and free from contaminants.
* Our team at Sheetz Inc. prioritizes the health and safety of all of customers. We’re working closely with [LOCAL HEALTH AND SAFETY DEPARTMENT] to ensure that all of our stores are in compliance with the [FEDERAL OR STATE FOOD HEALTH AND SAFETY CODES].
* All members of Sheetz Store # [STORE NUMBER] are working diligently to complete [NEW TRAINING GUIDELINES ON FOOD HEALTH AND SAFTEY MEASURES] to ensure that all food products are healthy and safe to consume.
* We hear your concerns and distress and are taking them to heart. The Executive Team at Sheetz Inc. is working hard to revamp and perfect new food health and safety guidelines for our local employees to follow. For more information about our new food health and safety measures, please visit our website at [LINK TO WEBSITE PAGE].
* For the latest information or updates regarding this issue of food contamination, please visit our website at [LINK TO WEBSITE PAGE].



**Sheetz Inc.**

**5700 6th Ave,**

**Altoona, PA, 16602**

**Phone: 1-814-946-3611**

**FOR** **IMMEDIATE RELEASE**

**SHEETZ RECALLS [FOOD PRODUCT] DUE TO POSSIBLE HEALTH RISK IN [LOCAL CITY/AREA, STATE]**

**(Altoona, PA—[DATE ISSUED])** Sheetz Inc. was notified by [NOTIFYER] on [DATE] about a possible food contamination issue with [FOOD PRODUCT]. After management followed the proper Health & Safety Guidelines to ensure no further cross contamination from [FOOD PRODUCT] in any other Sheetz products, Sheetz Inc. is recalling [FOOD PRODUCT] to ensure the safety and wellbeing of our customers.

“The safety and wellbeing of our customers along with the local communities in which we operate are always our number one concern,” said CEO Joe Sheetz. “After receiving notice of possible food contamination in our [FOOD PRODUCT], we at Sheetz Inc. have pulled [FOOD PRODUCT] from all Sheetz locations until we can ensure that [FOOD PRODUCT] is as top-notch as all of our other food items.”

[FOOD PRODUCT] will be out of all Sheetz locations until further notice. Sheetz Inc. is working with our vendors and distributors to locate all contaminated [FOOD PRODUCT] and the site of contamination in order to safeguard future food products from contamination. All other food items that have interacted with [FOOD PRODUCT] in the affected Sheetz locations have been pulled from our shelves and kitchens, and all surfaces disinfected and sanitized.

We ask that all local residences that are experiencing [SYMPTOMS] that may have resulted from consuming [FOOD PRODUCT] to please call this number: 1-800-280-4357 and ask to speak to Store Solutions. Sheetz Inc. is committed to our customers, our employees and the communities in which we operate in everything we do, and we’re working hard to ensure another case like this does not occur in our stores again.

# # #

**About Sheetz, Inc.**

Established in 1952 in Altoona, Pennsylvania, Sheetz, Inc. is one of America's fastest-growing family-owned and operated convenience store chains with more than 18,500 employees. The company operates over 580 store locations throughout Pennsylvania, West Virginia, Virginia, Maryland, Ohio and North Carolina. Sheetz provides an award-winning menu of M•T•O® sandwiches and salads, which are ordered through unique touch-screen order point terminals. All Sheetz convenience stores are open 24 hours a day, 365 days a year. Recognized by Fortune as one of the 100 Best Companies to Work For, Sheetz is committed to offering employees sustainable careers built on an inspiring culture and community engagement. For more information, visit [www.sheetz.com](http://www.sheetz.com/) or follow us on Twitter (@sheetz), Facebook ([www.facebook.com/sheetz](http://www.facebook.com/sheetz)) and Instagram ([www.instagram.com/sheetz)](http://www.instagram.com/sheetz)).

**WEBSITE**

Sheetz Inc. website is maintained and updated by Melissa Mckee, Social Media Manager and Nicole Auman, Director of Brand Development. Melissa is in charge of manually updating the Sheetz Inc. website with any and all relevant information pertaining to the crisis under the direction and guidance of Nicole.

Nicolas Ruffner, Crisis Team Manager and Manager of Communications & Public Relations is in charge of working with Melissa to draft content, media updates and other press related materials for the website during the crisis. All content will be approved by Nicole before publishing—Ryan Sheetz, VP of Marketing and Brand will be looped in when necessary.

**OFFICIAL CRISIS STATEMENT**

Once the crisis has been detected and alerted to upper corporate staff through Store Solutions, Melissa will add a unique “Health & Safety” tab on the main Sheetz Inc. website page. This can be accessed by all members of the public and Sheetz employees. This tab will include an official statement from Sheetz Inc. CEO Joe Sheetz explaining the situation and the new precautions and safety measures being implemented to ensure the health and wellbeing of community members. This statement will also include proactive measures and new guidelines being implemented to avoid such a crisis if applicable and a full list of actions being taken by local Sheetz stores and the corporate office.

**CRISIS INFORMATION AND UPDATES**

As new information is acquired and this crisis develops, Sheetz Inc. will work quickly to include all relevant press releases media updates, and food safety guidelines and codes to the public and employees through the “Health & Safety” tab on the Sheetz Inc. website, the “Sheetz Newsroom” tab on the Sheetz Inc. website, and the employee newsletter through Bob.com. These updates will be posted on all the platforms listed above as they are released to the news media so as to ensure complete transparent and open communications practices that are timely and relevant. This will ensure that Sheetz Inc. is doing everything necessary to rebuild and maintain trust and positive relationships within the communities in which we serve. All media inquiries should be directed to [media@sheetz.com](mailto:media@sheetz.com).

**BOB.COM EMPLOYEE INFORMATION**

Depending on the way the crisis develops, Melissa will also add or highlighted the Food Safety tab in the employee website Bob.com. An email will be sent out to Regional Managers and District Managers to distribute to Store Managers accordingly with the new information or updated safety concern measures employees should take extra care in implementing. The Executive Statement from Joe Sheetz will also be attached to this email and highlighted on Bob.com for employees to locate as well.

**WEBSITE CONT.**

**TALENT WORKZ**

If necessary, all employees will be notified through their Store Managers if there is any new or additional training that needs to be completed in the Employee Talent Workz training page concerning new health and safety guidelines. Store Managers will be notified of the new training and the deadline for training completion through their District Managers when and if necessary.

**FOOD SAFTEY POLICIES AND OTHER DOCUMENTATION**

All current and new food safety policies and measures will be relayed to the public and Sheetz employees through the Sheetz website, Talent Workz, and Bob.com. Store Managers and employees will be given the number of Store Solutions and the website link information to give to employees when asked. Copies of Sheetz Inc. food safety policies and other health and safety documentation like FDA State Retails and Food Service Codes and Regulation Inspection completion and fulfillment will be available to hand out to customers and members of the general public when asked. Managers have PDF copies of all relevant documents in their “Manager’s Toolbox” tab in their Employee Links page within Bob.com.

**STORE SOLUTIONS**

Any customer or member of an affected community where a food contamination crisis occurs can call Sheetz Store Solutions at 1-800-280-4357 for any updates or information regarding the food contamination issue. Employees and Store Managers will instruct them to call the number, ask to speak to Store Solutions, and then ask to speak to a member of the Sheetz Community Relations Team as directed.

**BLOGS AND SOCIAL MEDIA**

Melissa Mckee, Social Media Manager is responsible for frequent and timely updates and communications on Sheetz Inc.’s social media platforms. Messages should be posted to the following social media platforms: Facebook, Instagram, Twitter, YouTube (if applicable), LinkedIn.

**SOCIAL MEDIA ACCOUNTS**

All messages should be transparent and open in nature, relaying the commitment Sheetz Inc. has for the safety and well-being of all our customers. They should be serious and apologetic in tone and contain any necessary links, phone numbers, and other information that can assist consumers in finding out more information. Media monitoring of outside media platforms should also be met with a relevant social media response so as to ensure that no rumors detailing false or unconfirmed information generate and gain traction on the marketplace. Social media posts should also stress that all Sheetz locations are either operating as usual or working hard to get back to a normal state of operations as quickly or safely as possible.

Customer complaints and DM’s made to Sheetz over social media should be responded to immediately and no more than 10 minutes past the initial inquiry. Following the Sheetz Social Media User policy, Melissa should provide all inquiries with relevant links and direction to the appropriate channels while responding to comments and questions made in social media posts in the proper manner.

**MEDIA MONITORING**

While in the process of reading, watching and listening for editorial content concerning a food contamination crisis at a Sheetz location(s), Melissa should identify, analyze, and respond to content that contains the specific key words or topics listed below on all media platforms and broadcast outlets. Following the news cycle and times of airings, Melissa should closely monitor any new information our conversations that are generated as a result of third-party media and adapt her messaging strategies on social media and the website accordingly.

**Key Words:** “Sheetz,” “Sheetz Inc,” “Wawa,” “food,” “food contamination,” “bad,” “sick,” “MTO,” “MTGO,” “City name,” “State name,” “Sheetz employee,” “Sheetz family,” “gas,” “gas station,” “convenience store,” “food product name,” “Sheetz Store location,” “Sheetz Store #\_\_\_\_,”

Melissa will monitor social media using Cision, entering and searching for these key words listed above. Broadcast outlets like TV, radio, and online news sites will be monitored using Critical Mention, inputting the same words above along with date and geographical location. Google analytics will be used to search online blogs and internet articles with the same keywords.

All print media will be monitored by purchasing a hard copy of the local newspapers each morning daily and by searching their online websites. Please refer to the Crisis Directory and the list of Key Media or an example of what types of newspapers to purchase and monitor.

**TRICK QUESTIONS**

**Q: Sheetz has to handle foods such as raw meat that carry a bacterial risk. Why have food safety guidelines failed to address risks this like before now to prevent something like this from happening?**

A: Sheetz Inc. has several measures in place to ensure that all raw products do not interact with cooked meals. We cannot speculate at the current moment in time as to whether our food safety procedures were a factor in this food contamination issue.

**Q: If you are not sure of the cause yet of the food contamination, what is your best guess for why this contamination occurred?**

A: We cannot speculate or guess as to how this contaminated occurred. We are working very closely with our vendors, the FDA, and local health officials to determine the exact cause and nature of this contamination.

**Q: Could this food contamination issue have been avoided? How many people have been hurt by your food?**

A: We cannot speculate or conjecture as to what difference in action or policy measures could have made in this crisis. At this moment in time, we are working to ensure the health and safety of all community members and once the exact cause and nature of this contamination is determined, we will determine what new measures need to be put in place to ensure this does not happen again.

**Q: Do you think those involved handled the situation well enough to prevent a widespread case of food poisoning in your customers?**

A: We cannot speculate or conjecture as to what difference in individual action could have been taken to avoid this contamination. We are working closely with all Sheetz employees to ensure that all food contact surfaces are sanitized and properly cleaned and ensure that all parts of our stores meet FDA approval for normal business operations.

**Q: How certain are you that all employees followed your Health and Safety food guidelines now that an issue of food contamination has been reported?**

A: Sheetz believes that we are able to succeed because we have outstanding employees with a commitment to Total Customer Focus, however, we cannot speculate as to the actions of individual employees in individual stores. Know that our team members strive to meet the needs of our busy customers and that they prioritize the health and safety of all customers.

**Q: Have you told us everything that you know?**

A: Sheetz believes in open, timely, and transparent communications with all communities and members of the general public, especially in regard to the health and wellbeing of the communities we serve in. We are working hard to provide all updates and new information as we receive it.

**TRICK QUESTIONS CONT.**

**Q: Were there any warning signs that this food contamination crisis was likely to occur?**

A: We take warning signs very seriously and work closely with our vendors and food distributors to make sure that all our stores provide fast, friendly service and quality products. All food products get a code of expiration that ensure that nothing we sell it out of date and all stores are subject to monthly inspections to ensure fresh products and clean, sanitary work conditions. Here are the previous health and safety inspection results for the store(s) in question. [LIST OF INSPECTION REPORTS].

After being notified of a possible food contamination issue, our store employees and managers reported the case to the proper channels to remedy the situation and make sure that the contamination was isolated and had not spread. Our team is now working hard to make sure that operations continue as normal in a clean, safe environment with quality fresh products.

**Q: How often do Sheetz employees check for expired or possible contaminated products?**

A: Sheetz employees do routine checks of all MTO and MTGO products at least twice per 8-hour shift. More routine checks can be done at the Store Manager and employee’s discretion. All employees must mark off all Out-of-Code products and sign their name on the Food Waste Sheet.

**Q: How often do Sheetz employees clean and disinfect/sanitize their stores?**

A: Sheetz employees follow the Cleaning, Sanitizing and Disinfection Procedures set in place by Sheetz Inc. These procedures are carried out on a 4 hour and 6 hours basis depending on the items or surfaces in question. All procedures are carried out with the properly marked equipment and sanitizers. All employees must mark off the Cleaning, Sanitizing and Disinfection Checklist with their initials; managers then file this checklist with their corporate paperwork to the proper District Manager. All cleaning procedures and times are available for customers to see when they ask a POS assistant or other local Sheetz employee.

**Q: How do you suspect that [FOOD PRODUCT] became contaminated in the first place?**

A: As of right now, we cannot speculate as to how [FOOD PRODUCT]. But we are working hard with our vendors, the FDA, and local health officials to determine the exact cause and nature of this contamination and to ensure that the contamination was isolated. Our team is now working hard to make sure that operations continue as normal in a clean, safe environment with quality fresh products.

**Q: How are members of the public supposed to trust Sheetz if they get sick from your food?**

A: We really care about our customers. We connect with our neighbors in a number of ways and through various charitable organizations like Special Olympics, youth sports groups and For the Kidz. Above all else, Sheetz is about providing kicked-up convenience while being more than just a convenience store. Sheetz is a mecca for people on the go.  Know that our team is now working hard with our vendors, the FDA, and local health officials to make sure that operations continue as normal in a clean, safe environment with quality fresh products.

**PRODROMES**

Below is a list of warning signs that could indicate a potential food contamination incident could/may occur. Store Managers and their teams are vital in spotting these signs and reporting them to the proper channels in Employee Relations. Please keep an eye out for any of these warning signs, as it might indicate that food contamination could occur in any number of Sheetz products and locations.

**MTO/ SBC**

* Employees not washing their hands when entering the kitchen or drink station
* Employees not wearing proper gloves or disposing of used/damaged gloves
* Employees not switching out gloves regularly
* Employees not coding food items
* Employees not disposing of Out-of-Code food products
* Employees not marking off daily Code checks (twice per 8-hour shift)
* Employees following wash and sanitation procedures for dishes and food containers
* Employees not disposing of food containers or items that have touched the ground or unsanitized food contact surfaces
* Employees not following the food contact surfaces sanitization guidelines
* Employees not cleaning food preparation equipment (Turbos, coolers, freezer, etc..)
* Employees not cleaning and sanitizing blenders and drink equipment
* Employees mixing peanut products with non-peanut products
* Employees not sanitizing the expresso machine
* Employees not giving products the proper codes
* Coolers and Freezers not at the proper or required temperatures

**MTGO/ RTE CASES**

* Employees not regularly checking RTE cases and MTGO products for Out-of-Code products
* Damaged or opened products remaining in RTE cases
* Unclean or dirty RTE cases
* RTE cases not at the proper/ required temperature
* Employees not properly stocking RTE cases with new products behind older ones
* Employees not regularly switching out expired products with new inventory
* Managers ordering too much or too little inventory

**SHWEETZ BAKERY CASES**

* Managers ordering too much or too little inventory
* Opened or damaged products in bakery cases
* Unclean or dirty bakery cases
* Employees not disposing of open Shweetz products (like donuts) at the designated times
* Employees not regularly cleaning Shweetz bakery cases
* Employees not properly stocking bakery cases with new products behind older ones
* Employees not regularly checking bakery cases for Out-of-Code products

**PRODROMES CONT.**

**BEER CAVE**

* Managers ordering too much or too little inventory
* Opened or damaged products in beer caves
* Unclean or dirty surfaces or floors in beer caves
* Employees not disposing of open products
* Incorrectly stocked beer and liquor

**SHEETZ BROS. COFFEE BAR**

* Opened or damaged products in the coffee storage area
* Dirty or unwashed coffee bar
* Employees not switching out coffee at designated times
* Employees not sanitizing and cleaning coffee machine at designated times
* Employees not regularly cleaning coffee bar
* Employees not setting timers properly after brewing coffee
* Employees using dirty or stained coffee filters
* Unclean and unsanitized cappuccino machine
* Dirty or foul- tasting coffee products
* Broken and damaged cups stocked at coffee bar
* Employee not regularly washing and sanitizing coffee pots

**FIZZ CITY FOUNTAIN DRINKS**

* Opened or damaged products in the coffee storage area
* Dirty or unwashed coffee bar
* Employees not coding soda flavoring
* Employees not switching out soda flavoring at designated times
* Employees not sanitizing and cleaning fountain drink machines or slushie stations at designated times
* Employees not regularly cleaning Fizz City counter
* Employee not regularly cleaning out slushie stations/ not following sanitation procedures
* Unclean and unsanitized slushie stations
* Dirty or foul- tasting fountain and slushie products
* Broken and damaged cups stocked at Fizz City counter

**SODA COOLERS**

* Opened or damaged products in the storage area
* Employees not regularly checking cooler products for Out-of-Code products
* Coolers not being at the proper required temperature
* Managers ordering too much or too little inventory
* Unclean or dirty surfaces or floors in soda coolers
* Employees not disposing of open products
* Incorrectly stocked products

**EVALUATION FORM**

This form is to be filled out by all parties who participated in the crisis response effort within a week of the official conclusion of the crisis. At minimum, this evaluation is required for the Crisis Team, Board of Directors Leadership, Sheetz Executives, and relevant Regional, District, and Store Managers.

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Employee ID: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Today’s Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date and Time of Crisis Detection: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Most Recent Crisis Rehearsal: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Individual who Detected Crisis: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Individual’s Employee ID: \_\_\_\_\_\_\_\_\_\_

Time until Crisis Team was Initiated: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How much time elapsed between crisis detection and notification of key publics?

How much time elapsed between crisis detection and notification of the media?

What was your role in the crisis?

How were you notified of the crisis?

Were you able to easily locate a copy of the crisis communications plan? YES NO

Was there any information missing from the crisis communications plan? YES NO

If you responded yes to the question above, please list the information you were missing.

Was the appropriate information prepared and provided during the crisis for your role?

**EVALUATION FORM CONT.**

What elements of the crisis response needed improvement?

What aspects of the crisis communications plan were executed well?

What aspects of the crisis communications plan were executed poorly?

How was the Crisis Communications Plan used to its full capacity during this time? Explain.

Were any of the list prodromes occurring before or during the crisis and in the crisis’ location?

What could the crisis team do differently in a future crisis to help lessen the severity of the crisis while executing timely communications responses to reduce impact on organizational reputation?

Would you consider the crisis response a success or not? Why?

How will the crisis team use both success and failures of this crisis to adjust the current plan?

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_