



Crisis Communication Plan

Updated February 2016

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Overview

A crisis situation has the potential to damage Panama City Beach's reputation, which can negatively affect the tourism product through decreased arrivals. To minimize the impact of a crisis situation, a plan must be in place that outlines potential crisis situations, primary principles for handling the situation and a general order of activities for reacting to each potential situation.

NEWS TRAVELS FAST

In today's fast-paced, technology-driven world, news travels faster than many of us can comprehend. Some examples of new media's effects include:

- Word of Mouth - This now not only includes traditional word of mouth communication, but also social media channels that can be created and communicated internationally in just a few minutes.
- Internet – Anyone, including visitors or media, can use the Internet to receive news alerts or to search for topics. This means that news can be revisited for years and “bad press” can be particularly detrimental.
- News Wire - The Associated Press, Copley News Service, etc. all share stories. If a story is picked up by one service, it can spread within minutes to all major outlets in every country.

Years ago, a local story that ran in a Panama City newspaper would rarely be picked up by other media; however, with the rising power of these new media outlets, a story can now find its way from the Panama City News Herald to the AP and then to hundreds of other media outlets.

With that in mind, the following crisis communication plan has been created specifically for the Bay County Tourist Development Council and Panama City Beach Convention & Visitors Bureau, to be able to react in a timely, consistent and effective manner.

DEFINING A CRISIS

A crucial situation; a situation whose outcome decides whether possible negative consequences will follow. A decisive or crucial time, stage, or event.

The first step in any crisis situation is acknowledging the existence of a situation before it hits the news, and recognizing its potential impact.

The TDC/CVB should acknowledge the existence of a situation when any of the following are at risk:

1. Reputation or image of Panama City Beach as a destination
2. Visitors
3. Residents of Panama City Beach
4. Employees of the TDC/CVB

Recommendations by Lou Hammond & Associates

- All executives at the TDC/CVB should undergo basic media and crisis communication training.
- The TDC/CVB should participate annually in a “table top” exercise to ensure implementation of this plan may be executed, should the need arise.
- The TDC/CVB should identify its boardroom as the communications hub should a major crisis arise. It has the ability to hold large numbers of people and media equipment as well as an area to hold press briefings. It is also easily accessible, has plenty of electrical outlets for computers, cameras, etc., an indoor and outdoor “staging” area, land-line telephones available for use by the media, Internet access (preferably wireless), and if needed, the ability for radio/TV to utilize technology at a local TV/radio station to uplink.
- The TDC’s/CVB’s role is to ensure a crisis situation is communicated effectively to the media and the public; however, the lead role of communication should be determined on a case-by-case situation. In fact, there are many instances where the CVB would actually benefit by staying in the “background.”
- The TDC/CVB should also work with law enforcement officials to determine (prior to a crisis) what information may typically be released about an investigation and by what avenues.

Types of Crises

The following are examples of incidents that are considered crises – of the caliber that mandate action as outlined herein – and which immediately require notification of key tourism officials, who will, in turn, contact Lou Hammond & Associates and any other necessary PR representatives, while taking appropriate action to ensure the mandates in this crisis communications document are implemented/adhered to:

- a. Natural disasters, including hurricanes, fires, lightning strikes, floods, etc.
- b. Crime (murder, rape, abduction, suicide, etc.) against tourists.
- c. Accidents related to properties/balconies, events, airlines, boats and drowning, public transportation, etc.
- d. Acts of terrorism (bomb threats, hijacking, explosions, etc.)
- e. Public health issues such as poisoning, epidemics, etc.

***Every crisis situation is different and requires a unique and tailored approach; however it is essential to have a plan in place to ensure strategies are implemented in a timely and effective manner.**

Basic Steps for Any Crisis

Immediately upon learning of a crisis situation, the following steps should be taken:

1. Identify and define the crisis.
2. Gather all relevant information and facts (who, what, when, where, why, how and how much).
3. Contact Lou Hammond & Associates and discuss whether a *proactive* or *reactive* approach is necessary.
 - Proactive approach is taking action to address a situation before it hits the news and prior to any reporter requests.
 - Reactive approach means not releasing the news until a specific media/public query about the disaster.
 - It is important to consider the best and worst-case scenarios of both approaches. Generally, when a crisis is **international in scope** (such as impending hurricane) affecting large numbers of visitors, it will require a proactive approach.
 - **However, in the same regard, it is equally important that the TDC/CVB not create news when it is not warranted. Therefore sometimes it is more beneficial for the health of the tourism product to be reactive.**
4. Determine appropriate Crisis Response Team and spokesperson(s) needed, contact them and assign roles. ***Note: For every crisis there should be two permanent spokespersons and one or two additional “expert” spokesperson(s).***
5. Determine key message, mode of delivery and intended audience.
6. Establish communication.
7. Monitor media coverage.
8. Follow up.
9. Wrap up.

Fundamental Guidelines for Any Crisis

DO...

- Tell the truth and tell it often. This is the TDC's/CVB's opportunity to supply the media with legitimate information and to communicate that tourism officials are in control and taking all possible steps to resolve the situation.
- Let the media know that you are willing to cooperate and will try to provide the most up-to-date information available.
- If you do not know the answer to a question, admit it, and tell them you will look into it and get back with the information as soon as possible.
- Eliminate incorrect information and the rumor mill by providing regular updates with as much available information as possible, even if the update is "nothing has changed since the previous update." This is essential to quelling rumors and/or speculation. If inaccurate information is discovered, make a courteous effort to bring it to the attention of the media.
- Communicate with one message and one voice.
- Forward all media queries onto the designated spokesperson(s) and/or Lou Hammond & Associates, as it is imperative that the designated spokesperson(s) communicate all messages and conduct all interviews. This will ensure consistency and validity of message, thereby fostering greater trust and unity. You do not want conflicting statements, especially during a crisis situation.
- Accentuate positive aspects: the destination's safety record, plans for rebuilding, continuing precautions, acts of heroism, concern for visitors. But do so without glossing over the negative aspects.
- Give key contacts such as property and attraction managers, shopkeepers and restaurateurs, advance instructions about where and to whom they should direct all calls requesting information during a crisis.
- Obtain regular updates/status reports and keep key team members (including Lou Hammond & Associates) up-to-speed.

DO NOT...

- Assign blame or appear overly defensive. You do not want it to appear as if you are trying to “pass the buck” or cover up information.
- Never speculate (or guess) about a situation. If you do not know the answer to a question, admit it and promise to look into it.
- Do not feel pressured to answer every question; it’s okay to respond that you cannot answer the question due to privacy, legal, etc. issues.
- Release specific, personal information on people involved. If people have been injured or killed, the names of victims should not be released until the families have been notified. Advance coordination with the local hospital and law enforcement administration regarding this policy is advised. Particularly, each source should be instructed orally and in writing not to release information to the media with references to accident/crisis circumstances.
- Release damage or cost estimates without confirming their accuracy.
- Make “off the record” statements to the press. In a crisis situation, no statement is ever “off the record.”
- Play favorites to the media. Give the same information to all, particularly in a crisis situation.
- Repeat negative or inflammatory words used by a reporter. It could end up as part of your quote or in a 10-second “sound bite” on television.
- Demonstrate a great deal of emotion during interviews, which might convey panic, particularly on television (it is preferable to conduct television interviews off camera).

Designated Permanent Spokespeople

It is important to maintain an up-to-date contact list of at least three key tourism officials. By having only one key spokesperson responsible during any given crisis situation, the destination can be certain that the information given out will be consistent, accurate and sensitive to public and private concerns. **For each specific type of crisis there will also be an “expert” spokesperson designated.**

The following individuals are designated to serve as spokespersons on behalf of the Panama City Beach Convention & Visitors Bureau during any crisis related event:

Name: Dan Rowe

Title: Executive Director, President and CEO

Company: Bay County Tourist Development Council, Panama City Beach CVB

Office Phone Number: 850-233-5015 (direct) or 850-233-5070 (main)

Mobile Phone Number: 850-819-5196

Home Phone Number: 850-215-0558

E-mail Address: drowe@visitpanamacitybeach.com

Name: Philip “Griff” Griffitts

Title: Chairman

Company: Bay County Tourist Development Council

(Sugar Sands Inn & Suites, LaQuinta Inn & Suites, Suite Hospitality)

Office Phone Number: 850-234-8802

Mobile Phone Number: 850-258-8904

E-mail Address: info@sugarsands.com

Name: Andy Phillips

Title: Vice Chairman

(Counts Oakes Resort Properties)

Company: Bay County Tourist Development Council

Office Phone Number: 850-636-6656

Mobile Phone Number: 850-819-2764

E-mail Address: aphillips@panamacitybeachrentals.com

Name: Jayna Leach

Title: Vice President of Marketing

Company: Panama City Beach Convention & Visitors Bureau

Office Phone Number: 850-233-5070

Mobile Phone Number: 850-819-4345

E-mail Address: jleach@visitpanamacitybeach.com

Name: David Demarest

Title: PR Manager

Company: Panama City Beach Convention & Visitors Bureau

Office Phone Number: 850-233-5070

Mobile Phone Number: 850-630-6741

E-mail Address: david@visitpanamacitybeach.com

Natural Disasters

An event of nature that takes human lives or destroys property such as a hurricane, fire, lightning strike, flood, etc.,

The agency that oversees Panama City Beach's emergency management is: Bay County Department of Emergency Management.

PHASE I: ASSESSMENT AND ACTIVATION

1. Either of the following people may initiate activation of this communications plan:
 1. Dan Rowe, Executive Director, Bay County Tourist Development Council
 2. Philip "Griff" Griffiths, Chairman, Bay County Tourist Development Council
2. Define the crisis
 - Example: Panama City Beach is currently under a hurricane warning as Hurricane Ann continues to move northeast and is expected to make landfall on Day, Date, as a category two storm. Also give the specific location (provided by the National Weather Service).
3. Contact Lou Hammond & Associates to discuss if a proactive or reactive approach is necessary. It is important to consider the best-and-worst case scenarios of both approaches. Generally, a hurricane is being watched very closely by the public at large, therefore it is best to be proactive and demonstrate that you are in control of the situation.
 - Proactive approach is taking action to address a situation before it hits the news and prior to any reporter requests.
 - Reactive approach means not releasing the news until a specific media/public query about the disaster.

As soon as the crisis is defined, the following steps must be taken, preferably within an hour of activation:

4. Determine the Crisis Response Team (CRT) needed and arrange an immediate meeting (face-to-face, via conference call or a combination).
 - Key TDC/CVB staff
 - Expert Spokesperson(s): **Representative from the Bay County Emergency Operations Center (EOC)**
 - Panama City Beach government officials
 - Lou Hammond & Associates
5. Determine if a Communication Command Center (CCC) is necessary. In most cases it will be the CVB offices, however if the location is not functional due to the crisis, operate from a remote location, predetermined and communicated to the CRT.
 - The Command Center will need to be equipped with telephones, PCs, media contact lists and other necessary supplies.

6. Gather all relevant information and facts relating to the crisis (who, what, when, where, why, how and how much) prior to the initial meeting/conference call. The TDC/CVB needs to determine who is responsible for collecting **and verifying** information related to a natural disaster. It is critical that all information is obtained in a timely manner and that it is verified as fact (not hearsay) prior to dissemination.

Key questions, related to a hurricane:

- When is it expected to hit?
- What is the location of the hurricane, and what is the expected path?
- What is the intensity now and expected upon arrival?
- How will it impact tourists and residents?
- Is an evacuation necessary and/or possible?
- At what point will an evacuation be decided upon?
- What properties are guests being evacuated to? How?
- What were the criteria for selecting properties as evacuation shelters? (safety, comforts, size, location)?
- How are guests being transported to the evacuation shelters?
- Will flights be affected and/or airport open/closed?
- At what point will the airport be closed/reopened?
- Is there a hurricane cancellation policy (AHTA) for properties in Panama City Beach?
- How will this affect guests scheduled to arrive in the days immediately following?
- What measures are being taken by the government?
- How will all emergency information be communicated to visitors?

PHASE II: PLANNING

During the initial meeting:

1. Assign specific roles and responsibilities

- The spokesperson(s) will be given key messages by Lou Hammond & Associates to release/discuss during interviews (formal and informal), press briefings, etc. The spokesperson is expected to maintain a log that tracks all communication. (*See addendum.*)
- Designate a member of the CRT to act as a liaison with the Bay County EOC to maintain the flow of information and to gather input on the effects of the disaster. The Bay County EOC will act as the centralized source for flow of information from the City/County and law enforcement offices, and for gathering input on the storm's impact and issuing instruction to the community. Depending the severity of the storm, the county will work with FEMA and the state Division of Emergency Management.
- Also designate CRT member to act as a liaison to stakeholders to maintain the flow of information and assess the status of beach accommodations, restaurants, and other businesses and organizations within the community.
- LHA will log activity and monitor/track coverage.

2. Discuss the nature and the extent of disaster, along with its current and/or potential impact on tourism.

PHASE III: IMPLEMENTATION & COMMUNICATION

The Tourist Development Council/Convention & Visitors Bureau will be responsible for communicating the situation with:

- Lou Hammond & Assoc
- Lieb Management (German PR team)
- Gosh PR (English PR team)
- Local media
- Stakeholders
- Government

Lou Hammond & Assoc will be responsible for communicating the situation with:

- Media in the US and Canada
- Travel industry
- Relevant Tourism Offices and PR reps

International PR teams will communicate the message in their market if deemed necessary.

Lou Hammond & Assoc will develop key messages and an official statement based on the facts and information provided by the TDC/CVB and local government.

Lou Hammond & Assoc will determine the appropriate tools to convey the message (dependent upon the scope and severity of the disaster):

- News releases (internal/external and possibly fact sheets)
- Wire release
- Web site—see addendum, Web site crisis center
- Press briefing(s) to be coordinated by Lou Hammond & Assoc but conducted by the key spokesperson. A written copy of the statement made should be released at the same time to ensure consistency of information.
- Interviews, to be conducted by the key spokesperson
- Telephone hotlines

Lou Hammond & Assoc will communicate the initial messages to all relevant audiences and provide regular and timely updates.

- These updates will occur at predetermined times (for example, every three hours, every day at 9 a.m., etc.), even if there is nothing new to report.
- Lou Hammond & Assoc will also continue to act as a liaison with the media and serve as a primary point of contact. As needed and appropriate, Lou Hammond & Assoc will connect the spokesperson with members of the media.
- Lou Hammond & Assoc will keep a communication log tracking:
 - All messages distributed
 - Any liaison with the media, including outlet, journalist name, time of contact, their contact information and summary of conversation

PHASE IV: THE RECOVERY

Once the actual hurricane or disaster is over, the following questions need to be answered and disseminated via a press release, press conference, etc., depending upon the situation:

- When did the hurricane hit?
- How widespread is the damage (is it isolated or widespread)?
- Was there any loss of life or injuries (were they tourists or residents)?
- How can family members find out about the safety of visitors? How can they reach them?
- Is there electricity, telephone, Internet, etc?
- How severe is the damage, and are there any damage estimates yet?
- When will transportation, including airlines, resume business?
- What are the next steps?
- How often will you continue to communicate (and in what form) with the media?
- What is the timeline for recovery (repairs and property re-openings)?
- How much room inventory remains available?
- What is the extent of the beach erosion?

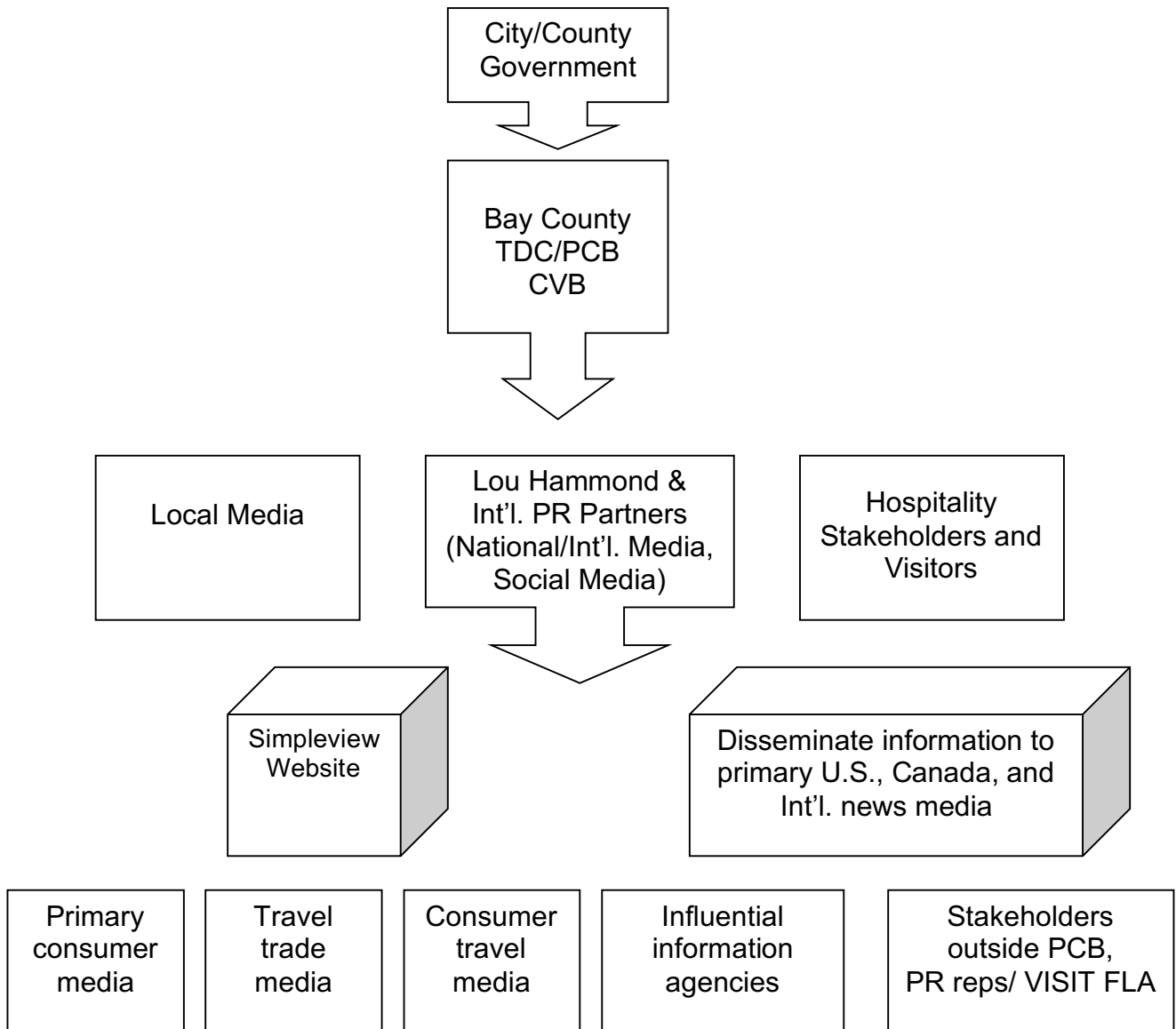
Once recovery efforts are underway, the TDC/CVB, in cooperation with Lou Hammond & Assoc, will determine how best to provide reassurance public relations to the US market.

This may include:

- Periodic status reports to the media, advertising agency and PR firms, as various areas reopen to visitors
- Arranging for live broadcast remotes from the affected areas
- Preparing situational updates for specific media, such as the Weather Channel
- Production of video news releases
- Helping coordinate media tours of recovered areas

The TDC/CVB will also plan to reconvene for a post-crisis meeting to evaluate the effectiveness of the communications efforts.

Sample Information Flow During a Natural Disaster



Crime

An act committed or omitted in violation of a law forbidding or commanding it, and for which punishment is imposed upon conviction. Acts such as **homicide, rape, abduction and muggings** are among the most relevant to tourism. Random acts of violence can be particularly damaging to the tourism product in Panama City Beach. Safety and security are two extremely desirable attributes in leisure travelers' minds.

This plan should only be activated when the crime involves a tourist, public figure or involves international law.

Goal: Provide media with accurate details of the crime and offer solid information that demonstrates the safety and wellbeing of tourists is of primary concern to the destination. Crime situations often dictate that the TDC/CVB work hand-in-hand with law enforcement to ensure accurate and consistent information is being shared with the media.

PHASE I: ASSESSMENT AND ACTIVATION

1. Either of the following people may initiate activation of this plan:
 1. Dan Rowe, Executive Director, Bay County Tourist Development Council
 2. Philip "Griff" Griffiths, Chairman, Bay County Tourist Development Council
2. Define the crisis
 - Example: A tourist staying at the XXX property was found murdered in her room at approximately 5 p.m. on Day, Date.
3. Contact Lou Hammond & Assoc to discuss whether a proactive or reactive approach is necessary. It is important to consider the best and worst-case scenarios of both approaches. In some cases, in the case of murder and/or abduction it will be best to be proactive, keeping in mind the privacy of the individual/family and the facts that cannot be released, as the investigation is pending.
 - Proactive approach is taking action to address a situation before it hits the news and prior to any reporter requests.
 - Reactive approach means not releasing the news until a specific media/public query about the crime.

As soon as the crisis is defined, the following steps must be taken, preferably within an hour of activation:

4. Determine the Crisis Response Team (CRT) needed and arrange an immediate meeting (face-to-face, via conference call or a combination).
 - Key TDC/CVB staff
 - **Expert Spokesperson(s): Police Chief**
 - Law enforcement

- Lou Hammond & Associates

5. Determine if a Communication Command Center (CCC) is necessary. In most cases it will be the TDC/CVB administration building.

- The CCC will need to be equipped with telephones, PCs, media contact lists and other necessary supplies.

6. Gather all relevant information and facts relating to the crisis (who, what, when, where, why, how and how much) prior to the initial meeting/conference call. The TDC/CVB needs to determine who is responsible for collecting and verifying information related to a crime and determining what can/cannot be released to the public. It is critical that all information is obtained in a timely manner and that it is verified as fact (not hearsay) prior to dissemination.

Key questions, related to a crime:

- What crime was committed?
- When and where did it occur?
- Who was the victim (name, gender, age, hometown, marital status, etc.)?
- Is the suspect(s) in custody?
- Are tourists in danger?
- What is the status of the investigation?
- What laws are in violation (local or international)?
- How was it discovered?
- What is being done by the government and/or law enforcement to prevent it from happening again?

PHASE II: PLANNING

During the initial meeting:

1. Assign specific roles and responsibilities

- The spokesperson will be given key messages by Lou Hammond & Assoc to release/discuss during interviews (formal and informal), press briefings, etc. The spokesperson is expected to maintain a log that tracks all communication. See addendum.
- Designate a member of the CRT to act as a liaison with the following to maintain the flow of information and to gather facts of the investigation:
 - Law enforcement
 - Stakeholders (hotels, etc.)
- Tracking and monitoring. All steps taken and media contacts need to be logged in detail. Assign someone to track the execution of this process and monitor all media coverage.

2. Discuss the nature and the extent of the crime, along with its current and/or potential impact on tourism.

PHASE III: IMPLEMENTATION & COMMUNICATION

The Tourist Development Council/Convention & Visitors Bureau will be responsible for communicating the situation with:

- Lou Hammond & Assoc
- Relevant Tourist Offices and PR reps
- Local media
- Stakeholders

With approval of law enforcement communications department, Lou Hammond & Assoc may be responsible for communicating the situation with:

- Tourism Media in the US and Canada
- Relevant Tourist Offices and PR

Lou Hammond & Assoc will develop key messages and an official statement based on the facts and information provided by the TDC/CVB.

Lou Hammond & Assoc will determine the appropriate tools to convey the message (dependent upon the scope and severity of the crime):

- News releases (internal/external and possibly fact sheets)
- Wire release
- Web site—see addendum, Web site crisis center
- Press briefing(s) to be coordinated by Lou Hammond & Assoc but conducted by the key spokesperson. A written copy of the statement made should be released at the same time ensure consistency of information.
- Interviews, to be conducted by the key spokesperson
- Telephone hotlines

Lou Hammond & Assoc will communicate the initial messages to all relevant audiences and provide regular and timely updates.

- These updates will occur at predetermined times (for example, every hour, every day at 9 a.m., etc), even if there is nothing new to report.
- Lou Hammond & Assoc will also continue to act as a liaison with the media and serve as a primary point of contact. As needed and appropriate, Lou Hammond & Assoc will connect the spokesperson with members of the media.
- Lou Hammond & Assoc will keep a communication log tracking:
 - All messages distributed
 - Any liaison with the media, including outlet, journalist name, time of contact, their contact information and summary of conversation.

PHASE IV: THE RECOVERY

If the suspect is apprehended, the TDC/CVB, in cooperation with Lou Hammond & Assoc, will determine the best way to provide reassurance public relations to the US market. This may include:

- Periodic status reports to the media, advertising agency and PR firms, as new information is

discovered

- Arranging for live broadcast remotes
- Preparing situational updates for specific media, such as CNN
- Production of video news releases
- Helping coordinate media activity

If the suspect is *not* captured, the TDC/CVB will need to agree upon a “cut-off” (one week, one month, etc.) where, business will return to normal with communication only being shared on an as needed (requested) basis. This will help ensure that the crime does not overtake the business or permanently cripple tourism. This will also allow the TDC/CVB to begin a reassurance program.

Once a cut-off is decided upon, a final statement will need to be made addressing the following:

- Investigation is on-going and as new information is discovered it will be disseminated (on an as needed basis).
- Any questions can be directed to law enforcement.

The CRT will also plan to reconvene for a post-crisis meeting to evaluate the effectiveness of the communications effort.

Accidents

An unexpected and undesirable event, especially one resulting in damage or harm. Events related to airlines (inbound/outbound of Panama City Beach), boats and pleasure boats, drowning and public transportation accidents.

This plan should only be activated when the accident involves an airline, pleasure boat, tourist, public figure or involves a large segment of a population.

Goal: When an accident involves an airline or pleasure boat, it is in the best of interest of the Tourist Development Council/Convention & Visitors Bureau to allow that company to take the lead in all communication. The TDC/CVB should act as a liaison regularly with the company to ensure the information is in fact being distributed regularly and accurately and to determine what additional role they should play in communicating the situation.

PHASE I: ASSESSMENT AND ACTIVATION

1. Either of the following people may initiate activation of this plan:
 - Dan Rowe, Executive Director, Bay County Tourist Development Council
 - Philip “Griff” Griffiths, Chairman, Bay County Tourist Development Council
2. Define the crisis
 - Example: An inbound flight carrying 50 passengers skidded off the runway during a landing at approximately 3 p.m. this afternoon.
3. Determine if a proactive or reactive approach is necessary. In the case of an accident aboard a plane or bus, the transportation company will likely take on the role of primary spokesperson relative to the incident. It is important to consider the best-and-worst case scenarios of both approaches. Generally, in the case of a major airline accident it will be best to be proactive, while drowning, boat and public transportation issues will need to be examined on a case-by-case basis.
 - Proactive approach is taking action to address a situation before it hits the news and prior to any reporter requests.
 - Reactive approach means not releasing the news until a specific media/public query about the disaster.

As soon as the crisis is defined, the following steps must be taken, preferably within an hour of activation:

4. Determine the crisis response team (CRT) needed and arrange an immediate meeting (face-to-face, via conference call or a combination).
 - Key TDC/CVB staff
 - **Expert Spokesperson(s):** Hospital Administrator and/or Airline Spokesperson
 - PCB government officials, including Airport Authority
 - Lou Hammond & Associates

5. Determine if a Communication Command Center (CCC) is necessary. In most cases it will be the TDC/CVB administration building.

- The CCC will need to be equipped with telephones, PCs, media contact lists and other necessary supplies.

6. Gather all relevant information and facts relating to the crisis (who, what, when, where, why, how and how much) prior to the initial meeting/conference call. The TDC/CVB needs to determine who is responsible for collecting and verifying information related to the accident and determining what can/cannot be released to the public. It is critical that all information is obtained in a timely manner and that it is verified as fact (not hearsay) prior to dissemination.

Key questions, related to an accident:

- What was the accident?
- When and where did it occur?
- How many people, airplanes, boats, etc. were involved?
- Were there any injuries/deaths? How many?
- What is the condition of the injured? Where are they being cared for?
- Is the cause of the accident known?
- Are tourists in danger?
- What is the status of the investigation?
- Is there anything the government needs to be doing/is planning to do to prevent a similar accident from happening again?
- How can family find out about the status of loved ones? Who should they contact?

PHASE II: PLANNING

During the initial meeting:

1. Assign specific roles and responsibilities

- The spokesperson(s) will be given key messages by Lou Hammond & Assoc to release/discuss during interviews (formal and informal), press briefings, etc. The spokesperson is expected to maintain a log that tracks all communication. See addendum.
- Designate a member of the CRT to regularly act as a liaison with the following to maintain the flow of information and to gather facts of the investigation:
 - Airlines, etc.
 - Law enforcement
 - Coast Guard
 - Government offices
 - Stakeholders (hotels, etc.)
- Tracking and monitoring. All steps taken and media contacts need to be logged in detail. Assign someone to track the execution of this process and monitor all media coverage.

2. Discuss the nature and the extent of the accident, along with its current and/or potential impact on tourism.

PHASE III: IMPLEMENTATION & COMMUNICATION

The Tourist Development Council/Convention & Visitors Bureau will be responsible for communicating the situation with:

- Lou Hammond & Assoc
- Relevant Tourist Offices and PR reps
- Local media

Lou Hammond & Assoc will be responsible for communicating the situation with:

- Media in the US and Canada
- Relevant Tourist Offices and PR reps
- Travel industry

Lou Hammond & Assoc will develop key messages and an official statement based on the facts and information provided by the TDC/CVB.

Lou Hammond & Assoc will determine the appropriate tools to convey the message (dependent upon the scope and severity of the accident):

- News releases (internal/external and possibly fact sheets)
- Wire release
- Website – see addendum, Website crisis center
- Press briefing(s) to be coordinated by Lou Hammond & Assoc but conducted by the key spokesperson. A written copy of the statement made should be released at the same time to ensure consistency of information.
- Interviews, to be conducted by the key spokesperson
- Telephone hotlines

Lou Hammond & Assoc will communicate the initial messages to all relevant audiences and provide regular and timely updates.

- These updates will occur at predetermined times (for example, every hour, every day at 9 a.m., etc.), even if there is nothing new to report.
- Lou Hammond & Assoc will also continue to act as a liaison with the media and serve as a primary point of contact. As needed and appropriate, Lou Hammond & Assoc will connect the spokesperson with members of the media.
- Lou Hammond & Assoc will keep a communication log tracking:
 - All messages distributed
 - Any liaison with the media, including outlet, journalist name, time of contact, their contact information and summary of conversation

PHASE IV: THE RECOVERY

Once the actual accident and rescue are complete and the media have left the destination, the CRT, in cooperation with Lou Hammond & Assoc, will determine if reassurance public relations is needed in the US market.

The CRT will also reconvene for a post-crisis meeting to evaluate the effectiveness of the communications effort.

Public Health Issues

The health of a community, related to the control of communicable diseases, application of sanitary measures, and monitoring of environmental hazards.

An epidemic is defined as an outbreak of a contagious disease that spreads rapidly and widely. Health crises that affect tourism include food poisoning, water contamination and epidemics such as H1N1, Mad Cow disease, Avian Flu, West Nile Virus, AIDS, Hepatitis, etc.

This plan should be activated when a large number of tourists have become sick due to food poisoning or water contamination or if a real and serious threat exists for tourists to contract a disease while on vacation.

PHASE I: ASSESSMENT AND ACTIVATION

1. Either of the following people may initiate activation of this plan:
 - Dan Rowe, Executive Director, Bay County Tourist Development Council
 - Philip “Griff” Griffiths, Chairman, Bay County Tourist Development Council
2. Define the crisis
 - Example: An outbreak of H1N1 Influenza A has been reported in Panama City Beach and at this point two people have been diagnosed and are receiving treatment.
3. Determine if a proactive or reactive approach is necessary. It is important to consider the best and worst case scenarios of both approaches.
 - Proactive approach is taking action to address a situation before it hits the news and prior to any reporter requests.
 - Reactive approach means not releasing the news until a specific media/public query about the disaster.

As soon as the crisis is defined, the following steps must be taken, preferably within an hour of activation:

4. Determine the Crisis Response Team (CRT) needed and arrange an immediate meeting (face-to-face, via conference call or a combination).
 - Key TDC/CVB staff – Dan Rowe, David Demarest
 - **Expert Spokesperson(s):** Department of Health or Hospital
 - Government officials
 - Lou Hammond & Associates
5. Determine if a Communication Command Center (CCC) is necessary. In most cases it will be the TDC/CVB administration building.
 - The CCC will need to be equipped with telephones, PCs, media contact lists and other necessary supplies.

6. Gather all relevant information and facts relating to the crisis (who, what, when, where, why, how and how much) prior to the initial meeting/conference call. The TDC/CVB needs to determine who is responsible for collecting and verifying information related to the act and determining what can/cannot be released to the public. It is critical that all information is obtained in a timely manner and that it is verified as fact (not hearsay) prior to dissemination.

Key questions, related to public health issues:

- What is the health crisis?
- When and where has it occurred?
- How many people have been affected at this point (reported symptoms, deaths, etc.)?
- Will it spread?
- What are the symptoms?
- What is the condition of the sick? Where are they being cared for?
- Is there quarantine in effect?
- Are tourists in danger?
- What is the government/hotel/restaurant doing to prevent a similar crisis from happening again?
- How can family find out about the status of loved ones? Who should they contact?

7. Act as a liaison with authorities to determine which agency or organization is taking the lead on this situation. At that point, it is essential to clarify the TDC's/CVB's role and responsibilities.

PHASE II: PLANNING

During the initial meeting:

1. Assign specific roles and responsibilities based on liaison with labor authorities.

- The spokesperson will be given key messages by Lou Hammond & Assoc to release/discuss during interviews (formal and non-formal), press briefings, etc. The spokesperson is expected to maintain a log that tracks all communication. See addendum.
- Designate a member of the CRT to regularly act as a liaison with the following to maintain the flow of information and to gather facts of the investigation:
 - Law enforcement and related agencies
 - Government offices
 - Stakeholders (hotels, etc.)
- Tracking and monitoring. All steps taken and media contacts need to be logged in detail. Assign someone to track the execution of this process and monitor all media coverage.

2. Discuss the nature and the extent of the health issue, along with its current and/or potential impact on tourism.

PHASE III: IMPLEMENTATION & COMMUNICATION

The Tourist Development Council/Convention & Visitors Bureau will be responsible for communicating the situation with:

- Lou Hammond & Assoc
- Local media

Lou Hammond & Assoc will be responsible for communicating the situation with (if approved by the lead agency):

- Media in the US and Canada
- Relevant Tourist Offices and PR reps
- Travel industry

Lou Hammond & Assoc will develop key messages and an official statement based on the facts and information provided by the TDC/CVB.

Lou Hammond & Assoc will determine the appropriate tools to convey the message (dependent upon the scope and severity of the act):

- News releases (internal/external and possibly fact sheets)
- Wire release
- Web site – see addendum, Web site crisis center
- Press briefing(s) to be coordinated by Lou Hammond & Assoc but conducted by the key spokesperson. A written copy of the statement made should be released at the same time to ensure consistency of information.
- Interviews, to be conducted by the key spokesperson
- Telephone hotlines

Lou Hammond & Assoc will communicate the initial messages to all relevant audiences and provide regular and timely updates.

- These updates will occur at predetermined times (for example, every hour, every day at 9 a.m., etc), even if there is nothing new to report.
- Lou Hammond & Assoc will also continue to act as a liaison with the media and serve as a primary point of contact. As needed and appropriate, Lou Hammond & Assoc will connect the spokesperson with members of the media.
- Lou Hammond & Assoc will keep a communication log tracking:
 - All messages distributed
 - Any liaison with the media, including outlet, journalist name, time of contact, their contact information and summary of conversation

PHASE IV: THE RECOVERY

Once the health crisis is under control, the CRT, in cooperation with Lou Hammond & Assoc, will determine if reassurance public relations is needed in the US market.

The CRT will also reconvene for a post-crisis meeting to evaluate the effectiveness of the communications effort.

Acts of Terrorism

The unlawful use or threatened use of force or violence by a person or an organized group against civilian people or property with the intention of intimidating or coercing societies or governments, often for ideological or political reasons. Common acts of terrorism include bomb threats and bombings, hijacking and explosions.

This plan should only be activated when there is reasonable cause to suggest an act of terrorism has been committed. In this day and age, the word “terrorism” incites immediate panic and generates news, therefore it is imperative that as much information as possible is gathered prior to this announcement.

Goal: For acts of terrorism, the proper authorities should take the lead and the TDC/CVB will serve as support role. The Tourist Development Council's/Convention and Visitors Bureau's role will be more visible during the recovery phase.

PHASE I: ASSESSMENT AND ACTIVATION

1. Any of the following people may initiate activation of this plan:
 - Dan Rowe, Executive Director, Bay County Tourist Development Council
 - Philip “Griff” Griffiths, Chairman, Bay County Tourist Development Council
2. Define the crisis
 - Example: A flight carrying 50 passengers exploded upon take off at approximately 3 p.m. this afternoon.
3. Determine if a proactive or reactive approach is necessary. It is important to consider the best and worst case-scenarios of both approaches. Generally, in the case of any terrorist threat, it is best to be proactive, as it often involved other countries and is of international media interest.
 - Proactive approach is taking action to address a situation before it hits the news and prior to any reporter requests.
 - Reactive approach means not releasing the news until a specific media/public query about the disaster.

As soon as the crisis is defined, the following steps must be taken, preferably within an hour of activation:

4. Determine the Crisis Response Team (CRT) needed and arrange an immediate meeting (face-to-face, via conference call or a combination).
 - Key TDC/CVB staff
 - **Expert Spokesperson(s):** Mayor
 - Government officials
 - Lou Hammond & Associates

5. Determine if a Communication Command Center (CCC) is necessary. In most cases it will be the TDC/CVB administration building; however, if the location is not functional due to the crisis, operate from a remote location, predetermined and communicated to the CRT.

- The CCC will need to be equipped with telephones, fax machines, PCs, media contact lists and other necessary supplies.

6. Gather all relevant information and facts relating to the crisis (who, what, when, where, why, how and how much) prior to the initial meeting/conference call. The TDC/CVB needs to determine who is responsible for collecting and verifying information related to the act and determining what can/cannot be released to the public. It is critical that all information is obtained in a timely manner and that it is verified as fact (not hearsay) prior to dissemination.

Key questions, related to an act of terrorism:

- What was the act of terrorism that was committed?
- When and where did it occur?
- How many people, airplanes, boats, etc. were involved?
- Were there any injuries/deaths? How many?
- What is the condition of the injured? Where are they being cared for?
- Is someone or a group claiming responsibility?
- Are tourists in danger?
- What is the status of the investigation? Who is leading the investigation?
- Is there anything the government needs to be doing/is planning to do to prevent a similar accident from happening again?
- How can family find out about the status of loved ones? Who should they contact?

7. Act as a liaison with authorities to determine which agency or organization is taking the lead on this situation. At that point, it is essential to clarify the TDC's/CVB's role and responsibilities.

PHASE II: PLANNING

During the initial meeting:

1. Assign specific roles and responsibilities based on liaison with authorities.

- The spokesperson will be given key messages by Lou Hammond & Assoc to release/discuss during interviews (formal and non-formal), press briefings, etc. The spokesperson is expected to maintain a log that tracks all communication. See addendum.
- Designate a member of the CRT to regularly act as a liaison with the following to maintain the flow of information and to gather facts of the investigation:
 - Law enforcement and related agencies
 - Government offices
 - Stakeholders (hotels, etc.)

- Tracking and monitoring. All steps taken and media contacts need to be logged in detail. Assign someone to track the execution of this process and monitor all media coverage.
2. Discuss the nature and the extent of the act, along with its current and/or potential impact on tourism.

PHASE III: IMPLEMENTATION & COMMUNICATION

The Tourist Development Council/Convention & Visitors Bureau will be responsible for communicating the situation with:

- Lou Hammond & Assoc
- Local Media

Lou Hammond & Assoc will be responsible for communicating the situation with (if approved by the lead agency):

- Media in the US and Canada
- Relevant Tourist Offices and PR reps
- Travel industry

Lou Hammond & Assoc will develop key messages and an official statement based on the facts and information provided by the TDC/CVB.

Lou Hammond & Assoc will determine the appropriate tools to convey the message (dependent upon the scope and severity of the act):

- News releases (internal/external and possibly fact sheets)
- Wire release
- Web site—see addendum, Web site crisis center
- Press briefing(s) to be coordinated by Lou Hammond & Assoc but conducted by the key spokesperson. A written copy of the statement made should be released at the same time to ensure consistency of information.
- Interviews, to be conducted by the key spokesperson.
- Telephone hotlines

Lou Hammond & Assoc will communicate the initial messages to all relevant audiences and provide regular and timely updates.

- These updates will occur at predetermined times (for example, every hour, every day at 9 a.m., etc), even if there is nothing new to report.
- Lou Hammond & Assoc will also continue to act as a liaison with the media and serve as a primary point of contact. As needed and appropriate, Lou Hammond & Assoc will connect the spokesperson with members of the media.
- Lou Hammond & Assoc will keep a communication log tracking all messages distributed and any liaison with the media, including outlet, journalist name, time of contact, their contact information and summary of conversation.

PHASE IV: THE RECOVERY

Once the actual accident and rescue are complete and the media have left the destination, the CRT, in cooperation with Lou Hammond & Assoc, will determine if reassurance public relations is needed in the US market.

The CRT will also reconvene for a post-crisis meeting to evaluate the effectiveness of the communications effort.

Website Crisis Center

If the CVB staff are unavailable, Simpleview, Inc. will take on the role of Webmaster during a crisis, with PR guidance from Lou Hammond & Associates Simpleview, Inc. will be available 24 hours a day during a crisis and will have the ability to activate, populate and edit materials on the website in concert with available CVB staff.

During business hours contact the Panama City Beach account manager:

Account Manager

Name: Christina Day

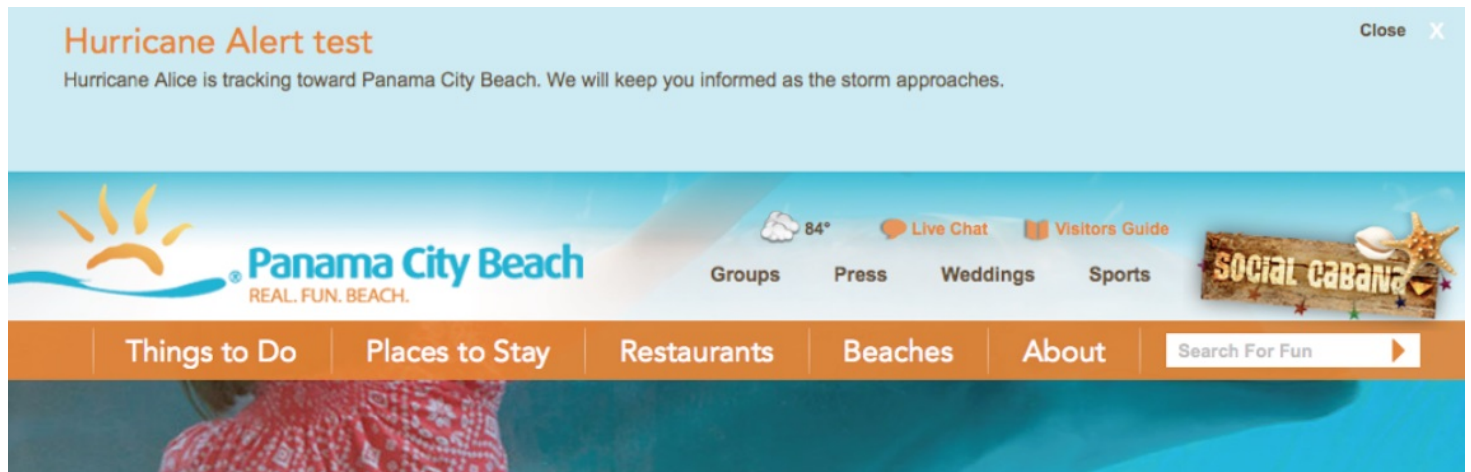
Email address: cday@simpleviewinc.com

Cell: 520-870-2012 (call or text message is appropriate)

Office: Direct: (520) 382-0536 **Main:** (520) 575-1151

In the event of an emergency outside business hours the Simpleview Critical Response Team will be available for 24 hour support by calling the Simpleview main office line, (520) 575-1151, option 9. Leave a voice mail in the Critical Response Team mailbox. Members of the critical response team will be paged and the CVB or appropriate agency will receive a response.

The CVB website has a special alert module that can be activated if necessary. A custom message can be created and posted through the CMS that will appear at the top of every page on the website. A URL can be included to point users to the crisis center within the website or to an outside government authority. Please note that only one special alert can be active at a time. Example below.

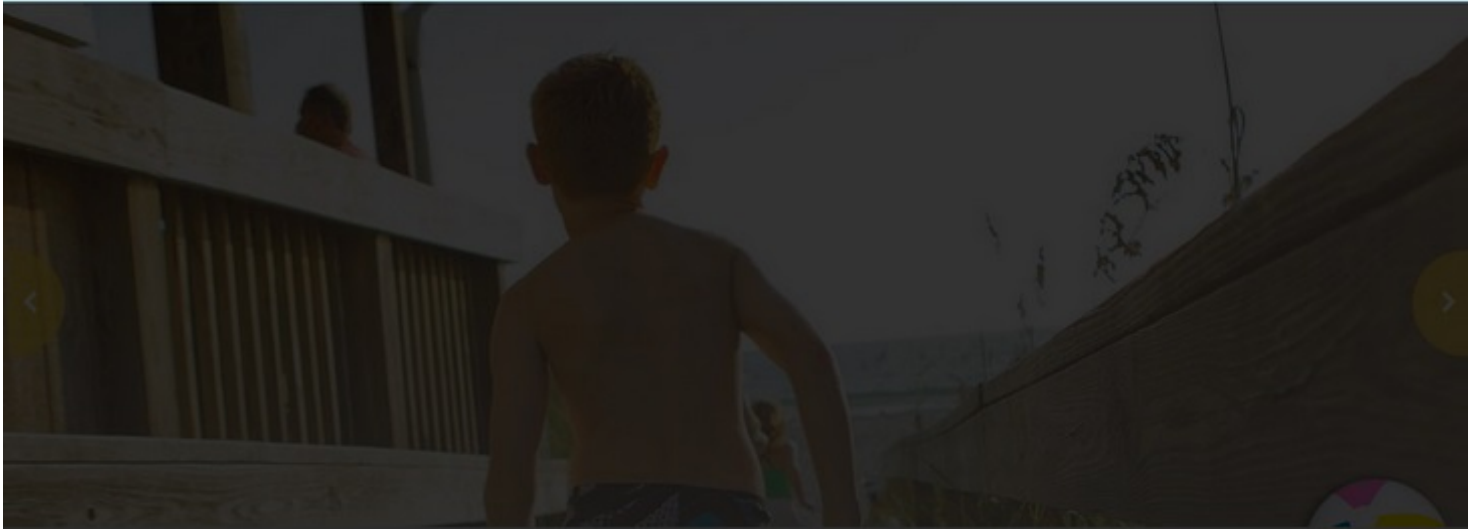


In extreme crisis situations the CVB website can be completely blacked out where only the special alert information is available. All navigation and links are turned off so that only our crisis message appears. Example below.



Luke black out test

Testing from Luke ... Testing from Luke ... Testing from Luke ... Testing from Luke ... Testing from Luke ... Testing from Luke ... Testing from Luke ... Testing from Luke ... Testing from Luke ... [more >](#)



Special Alert Module Instructions:

Note: Only the CVB President/CEO, Vice President of Marketing and Interactive Marketing Manager and Simpleview, Inc. have CMS permissions to make these updates.

1. Navigate to <http://cms.visitpanamacitybeach.com/login> and login with your login credentials.
2. Click on Plugins in the top navigation.
3. Locate the Alerts plugin and click on Manage to the left.
4. Click Add Alert.
5. Fill in the fields as necessary.
 - a. The Title field will be appear as the “Hurricane Alert test” or “Luke black out test” in the examples above.
 - b. The URL field will be added as a link in the alert on the website. The “more >” link in the black out example above. This can be an interior CVB website link, to the Crisis Center for example, or an exterior link to another website.
 - c. The open link in new window option allows the administrator to control whether the link will open a new browsing window when the user clicks on the link.
 - d. The description field is open for the crisis message and appears as the “Hurricane Alice is tracking toward...approaches” in the example above and is limited to 1000 characters.
 - e. The active option allows the administrator to determine whether the alert is active on the website or not.
 - f. The publishing dates option allows the administrator to set the dates that the alert is published on the website. If yes, the administrator can set the preferred dates the alert is active on the website. Otherwise, the alert will display on the website until made inactive.
 - g. The administrator has the ability to include an image with the special alert. An image can be uploaded or chosen from the existing media library.
 - h. The blackout option allows the administrator to completely blackout the website. **If yes, the entire site will be blacked out and functionless with the exception of this special alert.**
 - i. Click Save Changes.
 - j. Note: only one special alert can be active at a time.

Updating the Crisis Center Webpage Instructions:

A Crisis Center webpage is currently active but hidden on the CVB website, www.visitpanamacitybeach.com/press/crisis-center. In the event of crisis the page can be updated through the following steps. Note: Only the CVB President/CEO, Vice President of Marketing and Interactive Marketing Manager and Simpleview, Inc. have CMS permissions to publish pages.

1. Navigate to <http://cms.visitpanamacitybeach.com/login> and login with your login credentials.
2. Click on CMS in the top navigation; then Pages.
3. Type Crisis Center in the Search by Keywords box in the left-hand corner of the page.
4. The search should pull the Crisis Center page, highlighted in blue. Click on the page name.

Home CMS Events Galleries Custom Plugins Search

Menus Pages Media Library Meta Tags Landing URLs Homepage

Quick Search

Search for keywords:
crisis center

Search

Search Results

There are no matches for Menus, Articles, Media, Meta Tags, Landing URLs

Pages - 1 Match

Page Name	Template	Category	Thumbnail
Crisis Center	Interior - 1 Column	Press	

Home | CMS | Events | Galleries |

5. Once you are on the page detail click on the Edit Content button. A new window will open, be sure your browser settings will allow pop-ups.

Home CMS Events Galleries Custom Plugins Search

Menus Pages Media Library Meta Tags Landing URLs Homepage

Other Options

[Saved Elements](#)
[Page Snippets](#)

Quick Search

Search for keywords:
[]

Search

Page Detail

Preview Change Template Page Properties **Edit Content** Clone Delete Return

Page Properties	
Name: Crisis Center	Theme: Default
Template: Interior - 2 Column - No Side Nav	Category: Press
Content ID: 4467	Meta Tag: Default
Description:	Login Protected: None

Published Content

6. All that needs to be updated is the content section, which is identified by the number 2 in the screenshot below. To edit the content click anywhere inside the #2 box.

Save as Draft Save & Approve Close

Page Content

Template: Interior - 2 Column - No Side Nav

Status: Draft

Publish Start: Clear [calendar icon] -- -- AM (Time is in US/Arizona)

Publish End: Clear [calendar icon] -- -- AM (Time is in US/Arizona)

Comments:

Content Elements

1	Left Column	Edit Content	Static Content	--Choose a Saved Element--
2	Main Content	Edit Content	Static Content	--Choose a Saved Element--

(Click on any element in this window to edit)

Content Preview

1 or content.

2 This page is intended to keep the public informed of any alerts or announcements regarding crises in Panama City Beach. There are no alerts at the current time.

7. An editor will open. Copy edits, hyperlinks, photos, videos and documents can be added here.
 - a. To add a photo:
 - i. Click on the tree image in the editor.

Edit Element Body Close

B I U ABC X₂ X₁ [list icons] [font color] ab [Styles] [Format]

[undo] [redo] [link] [unlink] [HTML] [source]

[insert image] [insert video] [insert document] [insert table] [insert link] [insert table of contents] [insert table of contents]

This page is intended to keep the public informed of any alerts or announcements regarding crises in Panama City Beach. There are no alerts at the current time.

- ii. A new window will open. Click on the sheet of paper.

(Click on any element in this window to edit)

Content Preview

Insert/edit image - Mozilla Firefox

cms.visitpanamacitybeach.com/includes/tiny_mce/jscripts/tiny_mce/plugins/ad

General Appearance Advanced

General

Image URL [input] [icon]

Image description [input]

Title [input]

Preview

Image Quick Add

- iii. Upload your photo under the Category of General. Click Save and then Insert.

8. Once all edits have been made the Crisis Center page click Update.
9. The administrator now has the option to save the page as a draft or to publish the page. The page can also be published with a set publish start and end date, if necessary. Choose the option that best fits the situation. Note, it may take a few minutes to hours to see the changes on the website.

Page Content: Add New Content

Page Content

Template: Interior - 2 Column - No Side Nav

Status:

Publish Start: -- -- AM (Time is in US/Arizona)

Publish End: -- -- AM (Time is in US/Arizona)

Comments:

Content Elements

Left Column --Choose a Saved Element--

The online crisis center will include:

- Fact sheet detailing the situation
- Frequently Asked Questions (FAQs) list
- A chronology of events (timeline), saved as a JPEG
- All press releases and statements
- Links to other useful Web sites, if necessary
- A complete list of agency contacts for the media

Spokesperson

A photo (JPEG) and bio, listing exact titles and credentials, of the designated spokesperson and/or related experts should be posted to the Web site.

Updates

Updates should be posted daily or more frequently if possible. All updates should go through the standard crisis approval process before being posted by the Webmaster. All statements and updates should be time stamped.

Social Sites

All updates to PCB social sites will go through standard crisis approval process before being posted by the representative. General social site strategy will be to direct people to the crisis center for more information. See list of sample postings for further guidance.

Social Site Emergency Instructions:

Facebook:

1. Navigate to www.facebook.com and login with your credentials.
2. Click on the gear icon in the top right hand corner of the screen and choose the Visit Panama City Beach page.
3. Type the emergency message in the box that says "Write something"
4. Once message is typed in, click Post.
5. Check page for comments or questions. Monitor postings. Edit or delete inappropriate postings. If people leave questions or comments about the situation, respond appropriately to those issues. All responses should go through the standard crisis approval process.

Twitter:

1. Navigate to www.twitter.com and click on the Sign In tab in the top right hand corner.
2. Login using the following credentials – username: Visit_PCB, password: WMBB2013.
3. Type your crisis message, 140 characters or less, into the box labeled "Compose your tweet."
4. Click Tweet.
5. Click on the Connect tab to see tweets that Panama City Beach was tagged in, answer any questions by responding. Also click on Direct Messages to check on private messages sent from users. All response messages should go through the standard crisis approval process.

Industry Twitter:

1. Navigate to www.twitter.com and click on the Sign In tab in the top right hand corner.
2. Login using the following credentials – username: BayCountyTDC, password: PCB17001.
3. Type your crisis message, 140 characters or less, into the box labeled "Compose your tweet."
4. Click Tweet.
5. Click on the Connect tab to see tweets that Panama City Beach was tagged in, answer any questions by responding. Also click on Direct Messages to check on private messages sent from users. All response messages should go through the standard crisis approval process.

Note: All social messaging will be continuously updated and changed as the situation progresses.

Key Contacts

Bay County Tourist Development Council/Panama City Beach Convention and Visitors Bureau

Main Office

17001 Panama City Beach Pkwy
Post Office Box 9473
Panama City Beach, FL 32417-9473
P: 850-233-5070 / 800-PCBEACH
F: 850-233-5072 / 850-233-5073
Email: info@visitpanamacitybeach.com, Web: www.visitpanamacitybeach.com

Staff List

Dan Rowe, Executive Director, Bay County Tourist Development Council

Office Phone Number: 850-233-5015 (direct) or 850-233-5070 (main)
Mobile Phone Number: 850-819-5196
Home Phone Number: 850-215-0558
E-mail Address: drowe@visitpanamacitybeach.com

Jayna Leach, VP of Marketing

Office Phone Number: 850-233-5070 (main)
Mobile Phone Number: 850-819-4345
Personal Phone Number: 850-527-2155
E-mail Address: jleach@visitpanamacitybeach.com

Lynsey Beasley, Interactive Marketing Manager

Office Phone Number: 850-233-5070 (main)
Mobile Phone Number: 850-819-4711
Personal Mobile: 407-247-5196
E-mail Address: lbeasley@visitpanamacitybeach.com

David Demarest, PR Manager

Office Phone Number: 850-233-5070 (main)
Mobile Phone Number: 850-630-6741
E-mail Address: ddemarest@visitpanamacitybeach.com

Marcia Bush, VP of Administration

Phone: 850-233-5070 (main)
Mobile Phone: 850-890-4281
Email: mbush@visitpanamacitybeach.com

Richard Sanders, VP of Sports and Special Events
Chris O' Brien, Director of Sports and Special Events
Patrick Stewart, Sports and Special Events Coordinator
J. Michael Brown, VP of Tourism Development
Ann Gager, Director of Sales
Chip Seal, Sales Manager
Anne Williams, Sales Assistant
Michaelean Dyer, Marketing Coordinator
Barrie Ainslie, Visitor Services Manager
Tracy Rudhall, Partner Engagement Manager
Dara Adams, Visitor Information Specialist
Bill Poteet, Visitor Information Specialist
Susan Seals, Visitor Information Specialist
Carolyn Thomas, Visitor Information Specialist

Lisa Armbruster, Beach Management Consultant
Sustainable Beaches, LLC
274 Holland Drive
St. Augustine, FL 32095
Phone: 850-510-8004
Email: larmbruster@sustainablebeaches.com

Key Contacts - Agencies

LOU HAMMOND & ASSOCIATES – PUBLIC RELATIONS TEAM

Gina Stouffer, Sr. Vice President
Office: 843-408-4360
Cell: 561-301-7360
ginag@lhammond.com

Mike Hicks, Sr. Account Supervisor
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michaelh@lhammond.com

Terry Gallagher, Executive Vice President
Office: 212-891-0211
Cell: 917-539-0633
terryg@lhammond.com

Stephen Hammond, President
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Cell: 917-859-8809
stephenh@lhammond.com

Arden Hare, Account Coordinator
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Cell: (843) 628-3426
ardenh@louhammond.com

Lou Rena Hammond
Founder and Chairman
Office: 212-308-8880
E-Mail: louh@lhammond.com

Cristina Necea-Daza
Assistant to Lou Hammond
Office: (212) 891-0203
E-Mail: crisn@lhammond.com

Lou Hammond & Associates, Inc.
Direct Dial: 212-308-8880

Answering Service Number: 212-517-1612

OVERSEAS – PUBLIC RELATIONS TEAMS & CONTACTS:

England:

Gosh PR
Stephen A. Brown
Hannah Mulvey
Office: +44 (0) 20 7871 2915
E-Mail: stephen@goshpr.co.uk
hannah@goshpr.co.uk

Germany:

Lieb Management
Ralf Lieb
Jenny Turnau
Office: +49 (89) 689 06 38-0
Mobile: +49 172 862 72 38
E-Mail: Ralf@lieb-management.de
Tuernau@img-management.de

SIMPLEVIEW, INC. – INTERACTIVE AGENCY

Christina Day, Senior Account Manager
Office: Direct: (520) 382-0536 Main: (520) 575-1151
Cell: (520) 870-2012
cday@simpleviewinc.com

TDC/CVB Board Members – Effective January 2015

Collector - City

David Chapman

Royal American Companies

9400 South Thomas Drive

Panama City Beach, FL 32408
850-234-3484

850-527-6940 (Cell)

david.chapman@royalamerican.com

4 Year Term, Expiring 2019

Non-Collector - County

Buddy Wilkes

Shipwreck Island
Waterpark

12201 Middle

Beach Road

Panama City Beach, FL
32407

850-234-3333

850-258-4286

(Cell)

mspswi@aol.com

4 Year Term, Expiring

2019

Elected Official - County

Mike Thomas

Bay County Board of
County Commissioners

840 W. 11th

Street

Panama City, FL

32401

850-248-8142

850-258-2155

(Cell)

mthomas@baycountyfl.gov

2 Year Term

Collector - County

Philip Griffiths, Jr.

(Chairman 2016)

Sugar Sands Resort

20723 Front Beach Road

Panama City Beach, FL 32413
850-234-8802

850-258-8904 (Cell)

info@sugarsands.com

4 Year Term, Expiring 2017

Non-Collector - County

Yonnie Patronis

(Secretary/Treasurer 2016)

Capt. Anderson's

Restaurant

5551 North

Lagoon Drive

Panama City Beach, FL
32408

850-234-6800

850-960-6800

(Cell)

ypatronis@aol.com

[m](mailto:ypatronis@aol.com)

4 Year Term, Expiring

2017

Elected Official - City

Gayle Oberst

(Mayor, City of PCB)

City of Panama City Beach

110 S. Arnold

Road

Panama City Beach, FL
32413

850-233-5100

850-866-1541

(Cell)

goberst@pcb.gov

[com](mailto:goberst@pcb.gov)

Collector - 9th Member

Andy Phillips (Vice Chairman 2016)

Counts Oakes Resort Properties

22901 Panama City Beach Parkway

Panama City Beach, Florida 32413
850-636-6656 Direct

850-819-2764 Cell

[aphillips@panamacitybeachre
ntals.com](mailto:aphillips@panamacitybeachre
ntals.com)

4 Year Term, Expiring 2019

Non-Collector - City

Gary Walsingham

Wonderworks

9910 Front Beach

Road

Panama City Beach, FL
32407

850-249-7000

850-832-8777

(Cell)

[gwalsingham@aol](mailto:gwalsingham@aol.com)

[.com](mailto:gwalsingham@aol.com)

4 Year Term, Expiring

2017

Elected Official - City

Rick Russell (Councilman,
City of PCB)

City of Panama City Beach

110 S. Arnold

Road

Panama City Beach, FL
32413

850-233-5100

850-258-5714

(Cell)

russell@pcb.gov

[com](mailto:russell@pcb.gov)

Doug Sale, Legal Counsel
Harrison, Sale, McCloy
P.O. Drawer 1579
Panama City, FL 32402
850-769-3434
850-769-6121 (Fax)
850-819-0091 (Cell)
dsale@hsmclaw.com

Key Contacts

<p>Bay County Department of Emergency Management Phone: 850-784-4000 Website: http://bcm.co.bay.fl.us</p>	<p>Florida Emergency Information Line Phone: 800-342-3557 www.floridadisaster.org</p>	<p>Sheriff W. Frank McKeithen Bay County Sheriff's Office 3421 North Highway 77 Panama City, FL 32405</p> <p>Main Phone: 850-747-4700 Website: www.bayso.org Phone: 850-769-1638 (Emergency) 850-784-4000 (OPS Center)</p>
<p>Bay County Chamber of Commerce 235 West 5th Street, P.O. Box 1850 Panama City, FL 32402-1850</p> <p>Phone: 850-785-5206 Fax: 850-763-6229 www.panamacity.org</p>	<p>The Greater Panama City Beaches Chamber of Commerce 309 Richard Jackson Blvd. Panama City Beach, FL 32407</p> <p>Phone: 850-235-1159 Fax: 850-235-2301 chamber@pcbeach.org www.pcbeach.org</p>	<p>Panama City Beach Police Department 17110 Firenzo Avenue Panama City Beach, FL 32413</p> <p>Phone: 850-233-5000 (main) / 850-233-5010 (administration) Website: www.beachpolice.com/ Email: policedept@pcb.gov</p>
<p>Fire Departments Panama City: 850-872-3059 Panama City Beach: 850-233-5120</p>	<p>Gulf Power Phone: 850-487-6937</p>	<p>Water Service Bay County: 850-872-4785 Panama City: 850-872-3000 Panama City Beach: 850-233-5100</p>
<p>Bay County Emergency Prevention & Readiness Outreach Coalition Address: 518 Mulberry Ave., Panama City, FL 32401</p> <p>Contacts: Bill Warner, United Way, 850-785-7521 Randall Josey, American Red Cross, 850-763-6587 Paula Borgers, Forest Park United Methodist Church, 850-785-6296</p>	<p>Gulf County TDC Jennifer Jenkins – 850-247-8231</p> <p>Mexico Beach TDC Kimberly Shoaf – 850-648-8196</p> <p>Walton County TDC</p> <p>Okaloosa County TDC Ed Schroeder – 850-609-5380</p>	<p>VISIT FLORIDA:</p> <p>Kathy Torian Corporate Communications Manager (850) 205-3865 (office) 850-345-6494 (cell) ktorian@visitflorida.org</p> <p>Toll-free industry hotline, (877) 435-2872. Accommodations updates will be done online that Visit Florida will turn on in the event of an emergency.</p>

Communication Log—Media Liaison

Date:

Name of Recorder:

Crisis Situation:

Time of communication:

Name of media outlet:

Name of journalist:

Title of journalist:

E-mail:

Phone number:

Brief synopsis of communication exchange:

Time of communication:

Name of media outlet:

Name of journalist:

Title of journalist:

E-mail:

Phone number:

Brief synopsis of communication exchange:

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Name of journalist:

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Phone number:

Brief synopsis of communication exchange:

Time of communication:

Name of media outlet:

Name of journalist:

Title of journalist:

E-mail:

Phone number:

Brief synopsis of communication exchange:

Communication Log—Distribution Tools

Date:

Name of Recorder:

Crisis Situation:

Press Releases:

Topic:

Time of release:

Distributed to:

Response:

Press Briefings

Topic:

Time of briefing:

Attended by:

Interviews

Spokesperson:

Outlet & Interviewer:

Focus:

Expected Air Time/Day:



PANAMA CITY BEACH,

FLORIDA REPORTS

**ROOM AVAILABILITY
FOR HURRICANE EVACUEES**

Panama City Beach, Fla., DATE – The Panama City Beach Convention & Visitors Bureau reports that area hotels and resorts still have plenty of accommodations available for those evacuating Hurricane (Name).

For more information, call 1-800-PCBEACH (850-233-6503) or visit the official Web site of the Panama City Beach Convention and Visitors Bureau, www.visitpanamacitybeach.com. You can also follow us on Twitter @Visit_PCB to receive up the minute news.

###

Media Contacts:

Michael Hicks/Gina Stouffer
Lou Hammond & Associates
561-655-3836

heidib@lhammond.com/ginag@lhammond.com

David Demarest
Panama City Beach Convention & Visitors Bureau
850-233-5070

David@visitpanamacitybeach.com



WEEKEND OUTLOOK: CLEAR SKIES FOR PANAMA CITY BEACH

Update on Tropical Storm (Name)

Panama City Beach, Fla. (Date) Tropical Storm (Name) passed through Panama City Beach, Florida (add time frame i.e. early Monday morning), causing little damage. The beaches, golf courses, campgrounds, attractions and accommodations are open and travelers are encouraged to continue their plans for end-of-summer vacations. There are no road closures in Bay County. Other areas in Northwest Florida are also reporting favorable conditions for tourist travel.

“Our goal is to inform travelers that Panama City Beach is open and ready for business as usual,” stated Dan Rowe, president and CEO of the Panama City Beach Convention & Visitors Bureau. Per the national weather service, the forecast for the weekend is (add forecast i.e. partly cloudy with highs in the lower 90s inland and upper 80s at the coast.)

About Panama City Beach:

Panama City Beach is situated on 27 miles of sugar-white sand beaches bordering clear, emerald-green waters where the Gulf of Mexico and St. Andrew Bay converge. With more than 300 days of sunshine annually and attractions such as St. Andrews State Park and Pier Park, the region has long been favored by travelers seeking an affordable beach vacation with year-round offerings for families, couples, groups and adventure-seekers. These include championship golf courses, spas, sporting events, award-winning dining and diverse recreational activities. Panama City Beach recently opened the Northwest Florida Beaches International Airport, offering non-stop flights on Delta Airlines and Southwest Airlines.

For more information, call 1-800-PCBEACH (850-233-6503) or visit the official Web site of the Panama City Beach Convention and Visitors Bureau, www.visitpanamacitybeach.com. You can now follow us on Twitter @Visit_PCB to receive up the minute news and details on special offers and deals.

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PANAMA CITY BEACH, FLORIDA REPORTS MINOR DAMAGE FROM HURRICANE (Name)

Panama City Beach, FL (Date) -- After an initial assessment today, Panama City Beach, FL tourism officials report minor structural damage, minimal hotel damage and beach erosion, as a result of Hurricane (Name).

Hotels throughout Panama City Beach are currently open for visitation. Travelers having reservations this week are asked to call the property where they will be staying or call the Panama City Beach Visitor's Center for the most up to date information. Legendary worldwide for its beautiful beaches and subtropical climate, Panama City Beach is a natural draw for vacationers seeking warmth and sunshine.

For more information, call 1-800-PCBEACH (850-233-6503) or visit the official Web site of the Panama City Beach Convention and Visitors Bureau, www.visitpanamacitybeach.com. You can also follow us on Twitter @Visit_PCB to receive up the minute news.

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PANAMA CITY BEACH, FLORIDA REBOUNDS FROM STORM

-- Anticipates Sunny, Dry and Busy Holiday (July 4, Labor Day) Weekend --

Panama City Beach, Fla. (Date) — Sunny skies are in the forecast for Panama City Beach, Florida, as Tropical Storm or Hurricane (name) left little more than puddles in its path as it moved through Florida's Gulf Coast.

Local tourism officials also have a sunny forecast and look forward to a bustling (holiday) weekend, traditionally one of the busiest holiday weekends of the year.

Panama City Beach golf courses, campgrounds, attractions and accommodations report few cancellations on the heels of the (tropical storm/hurricane.) "Our neighbors throughout the region have endured the past few overcast and rainy days along with us, and are ready to enjoy some sunshine and blue skies, ideally from our legendary sugar sand beaches" said (Name), President/CEO of the Panama City Beach Convention & Visitors Bureau.

For more information, call 1-800-PCBEACH (850-233-6503) or visit the official Web site of the Panama City Beach Convention and Visitors Bureau, www.visitpanamacitybeach.com. You can also follow us on Twitter @Visit_PCB to receive up the minute news.

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**Panama City Beach
Talking Points
Minimal Damage - Post Hurricane (Name)
(Date)**

- While several neighboring coastal cities in the Panhandle suffered severe damage from Hurricane (name), Panama City Beaches are open for business.
- The impact to our beaches from Hurricane (name) was minimal. In fact, many areas of the beach are back to their normal pristine condition.
- As you know, we're recognized for our sugar-white-sand beaches, and in fact, the beach re-nourishment efforts we have undertaken during the past years have helped protect our beautiful shoreline.
- Because of the ongoing beach re-nourishment project, Panama City Beach experienced significantly less erosion than if we had not undertaken this important storm-protection effort.
- Area hotels are open for business. Some properties had minor repairs to make, of course, but most of that work is complete.
- We were pleasantly surprised to see occupancy back to normal immediately following the storm and with several more weeks of summer, we expect all of our guests with reservations will be enjoying our legendary beaches.
- We're grateful that our beautiful beaches and family resorts are operating as usual and expect a continued busy summer season.

###



SUGGESTED CRISIS UPDATES FOR PANAMA CITY BEACH SOCIAL MEDIA (FACEBOOK / TWITTER)

Responsibility Protocol:

Primary: Lynsey Beasley, Panama City Beach CVB

Administrative Log-in Instructions

Facebook: go to www.facebook.com

login –see instructions on page 36, password: pcbcvb12

Twitter: go to www.twitter.com

login -Vist_PCB, password: WMBB2013

Industry Twitter: go to www.twitter.com

login -BayCountyTDC, password: PCB17001

SUGGESTED UPDATES AFTER CRISIS HAS BEEN IDENTIFIED:

Twitter: Please visit our website: www.visitpanamacitybeach.com for current conditions.

Facebook: Tropical Storm / Hurricane (Name) has passed through Panama City Beach, Florida causing little damage. The beaches are beautiful and welcoming visitors. So, continue your plans for end-of-summer (or autumn) vacations

Twitter: Please visit our website: www.visitpanamacitybeach.com for current conditions.

Facebook: After an initial assessment today, Panama City Beach, FL is happy to report minor structural damage, minimal hotel damage and beach erosion, as a result of Hurricane /Tropical Storm (Name). Panama City Beach is open for business.

Twitter: Please visit our website: www.visitpanamacitybeach.com for current conditions.

Facebook: Sunny skies are in the forecast for Panama City Beach, Florida, as Tropical Storm or Hurricane (name) left little more than puddles in its path as it moved through Florida's Gulf Coast.

Twitter: Please visit our website: www.visitpanamacitybeach.com for current conditions.

Facebook: Panama City Beach Convention & Visitors Bureau reports that area hotels and resorts still have plenty of accommodations available for those evacuating Hurricane (Name).

Twitter: Please visit our website: www.visitpanamacitybeach.com for current conditions.

Facebook: Panama City Beach is making strides in the recovery process from the effects of Hurricane/Tropical Storm. We will provide regular posts regarding impacted areas.

###



**SUGGESTED QUESTIONS TO ASK FILM CREWS/PRODUCERS
REQUESTING PERMISSION TO FILM / INTERVIEW PANAMA CITY BEACH OFFICIALS**

1. What is the segment/show about?
2. Where can I find examples of previous shows?
3. Is there an out-of-pocket cost involved to participate?
4. What other destinations have you filmed in? Please provide contact information for the people you worked with.
5. How long is it?
6. What is the show's coordinating website?
7. How is the show distributed?
8. What/where would you like to shoot?
9. When are you planning to be in town? Are your travel arrangements made or are you looking for assistance as well?
10. When will the segment/show air?
11. Can we pre-promote the show via social media?
12. Can we get a copy of the segment once it has aired?
13. Can we use the b-roll footage for marketing purposes after the show has aired?

###

In the event of an emergency where phone services is not possible the following company and the following person should be contacted to forward the phones:

Ginny DeMas
CEO
Phase V
12290 Treeline Ave
Fort Myers, FL 33913
239.225.1010
gdemas@phasev.com
www.phasev.com

Call forwarding info:

850-223-6503 (800PC Beach terminates on the number) ==== call forward to 239-498-3687.

850-233-5070 (Admin) ===== call forward to 239-498-3836.

Emails may be sent to Phase V at: panamacitybeach@phasev.com

Here are Phase V's internal guidelines for handling Emergency Response efforts with the Panama City Beach CVB:

Help for: ER CVB Employee Hotline (Updated: 6/13/13)

Phase V will be handling the Employee Hotline for the CVB Staff only. CVB employees may call Phase V to find out if they should report to work or not.

Routing:

Toll Free number: 800-722-3224(800 PCBEACH) terminates on County D.I.D.850-233-6503. The County then forwards 850-233-6503 to PHV(D.I.D.)239-498-3687 which is routed to OnviCall 9081.

Panama City Beach Admin Line 850-233-5070 will forward to PHV D.I.D. 239-498-3836, which is routed to OnviCall 9082.

Messages taken in Runform will immediately email to David Demarest and Dan Rowe.