



## **Crisis Communication Plan**

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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](mailto: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](mailto: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](mailto: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](mailto:jleach@visitpanamacitybeach.com)

**Name: Catherine Feeney**

*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:* [cfeeney@visitpanamacitybeach.com](mailto:cfeeney@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?

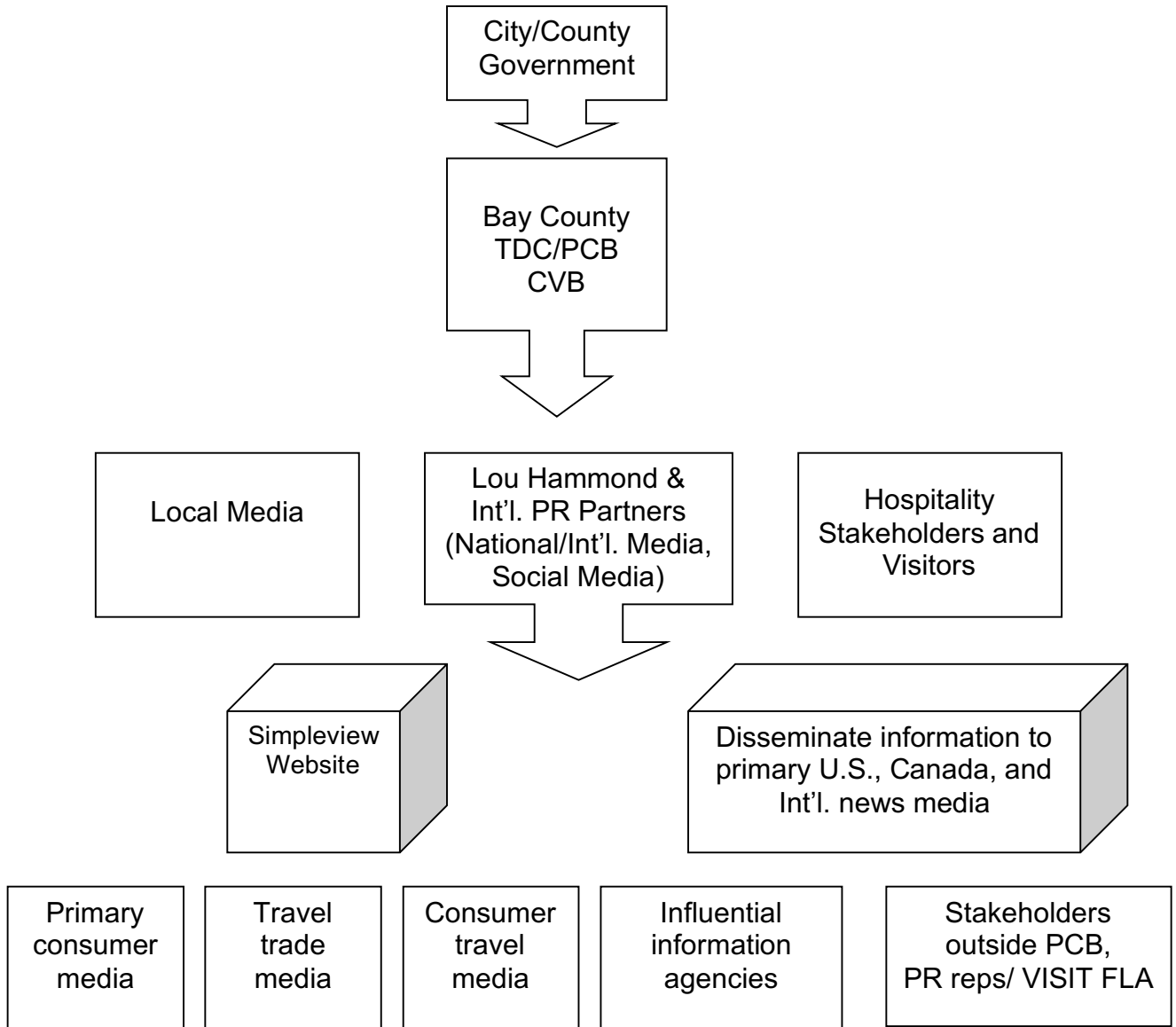
Once recovery efforts are underway, the TDC/CVB, in cooperation with Lou Hammond & Assoc, will determine how best to provide reassurance public relations to the US market.

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, Jayna Leach and Catie Feeney
  - **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.

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.

### 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.

Navigate to <https://panamacitybeach.simpleviewcms.com> and login with your login credentials. To

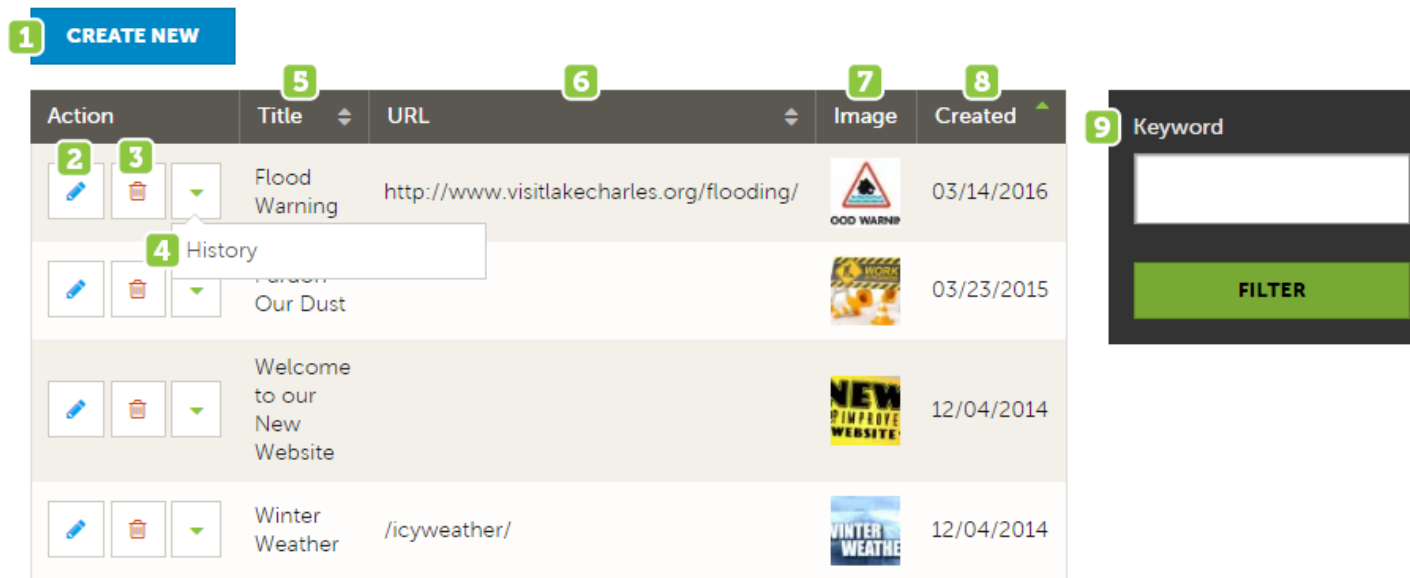
access the Alerts Collection Type, select the Modules icon in your Navigation Sidebar.



Select the Collection Types module. Select the Alerts Collection Type. You should now see your Alerts and associated assets, as well as several buttons and fields to create, manage and edit them. Example Below.



# Collection Type: Alerts



1. Create Alert: Selecting this button will allow you to create a new Alert for your Collection Type and use on the website.
2. Action-Edit: Selecting this button will allow you to edit the Alert.
3. Action-Delete: Selecting this button will allow you to delete the Alert from the CMS.
4. Action-History: This opens up an 'Item History' window. It displays information about when the Alert was created, modified, and which User made these changes.
5. Title: This column will display the title of your Alert. Clicking the top of the column will allow you to sort the list of Alerts by title in alphabetical order.
6. URL: This column will display the associated URL of the alert, which will be used by visitors as a selectable link somewhere on the alert when added to a Nav Item. Clicking the top of the column will allow you to sort the list of Alerts by URL in alphabetical order.
7. Image: This column will display an associated Image in a thumbnail-sized format that is part of the Alert.
8. Created: This column will display the date that the Alert was added to the Collection Types Module. Clicking the top of the column will allow you to sort the list of Alerts by creation date in chronological order.
9. Keyword: Type in keywords that will be used to filter the list of Alerts and display with matching keywords in their Title or Description fields.

## Creating Alerts

To create a new Alert in your Collections Type Module, select the 'Create Alert' button in the Alerts section of the Module.



By doing so, you should see a new screen labeled 'Create New Alert' where you will need to complete the following fields and actions to create your Alert. Example Below.

## Create New Alert

**Title** ◀ Required

1

**URL**

2

Note: If you are linking to something within your site please use a relative URL which begins with a '/'.  
Example: <http://www.mysite.com/awesome/> would be just </awesome/>

**Open link in a new window?** 3

OFF

**Description** 4

Image 5

No Asset Selected

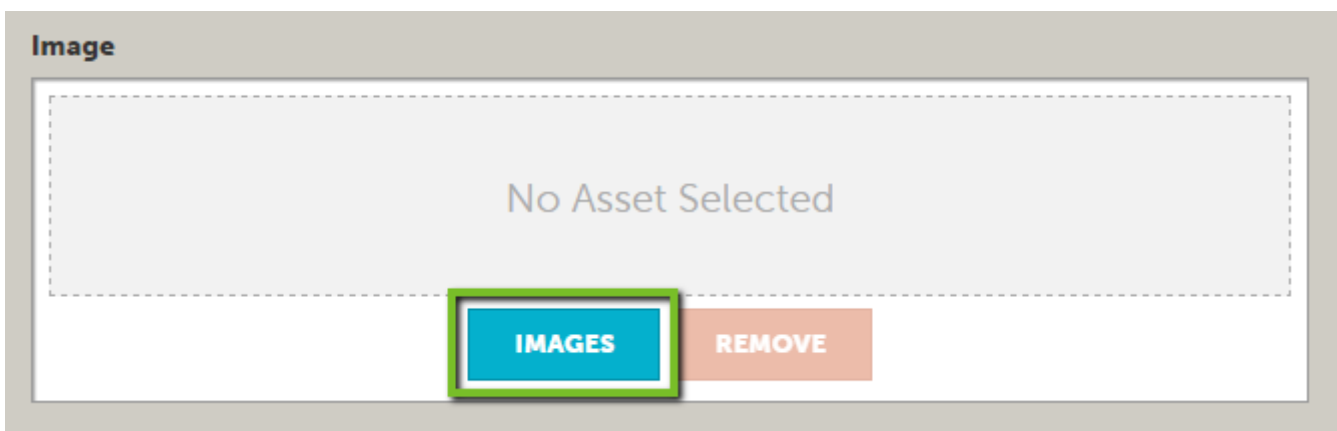
IMAGES REMOVE

SAVE CHANGES

CANCEL

1. Title: This field is where you will give your Alert a title, which will commonly appear to your website visitors when they view the Alert. It is a required field.
2. URL: This field is where you will add a URL to associate with your Alert, which will commonly allow your website visitors to select it to go to the desired Web address.
3. Open link in new window?: This switch will determine whether the URL added in the URL field will open in a new window (On) or in the same window (Off).
4. Description: This field is where you can add a description of the Alert, which will commonly appear to your website visitors when they view the Alert.
5. Image: File: This field is where you will select the Image to be used for your Alert.

You can add your Image file by selecting the 'Browse' button, which will open the Images section of your Asset Library.



From there, you will be able to add an existing image by hovering over the Image's thumbnail and choosing the Image's 'Select' button.

### **Adding Alerts to a Page**

Once you have developed your Alerts, you can add them to a Page. You can do so with a Collection Template Widget via the Page Builder.

In the list of new Widgets, select the Collection Template group. All displayed widgets can use data from the Collection Types Module. Example Below.

▼ Collection Templates

<b>SELECT</b>	Alerts	Manage site alerts
<b>SELECT</b>	Header Slideshow	Manage Header Images
<b>SELECT</b>	Highlights	Manage highlight and accordion widgets
<b>SELECT</b>	Image Box	
<b>SELECT</b>	Logo	
<b>SELECT</b>	Microsite Contact	

You should see widgets in the group that state they can show Alerts data. Examples of these widgets are 'Alerts' or 'Special Alerts'. Selecting one of these widgets will allow you to start adding new or existing Alerts to the widget.

## 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](http://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.

#### Facebook Live:

1. Download the Facebook Pages Manager app onto your mobile device.
2. Login with your credentials.
3. Click on the Live button.
4. Add a description, then click on Live button.
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](http://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: VisitPCB1.
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](http://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](mailto:info@visitpanamacitybeach.com), Web: [www.visitpanamacitybeach.com](http://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](mailto:drowe@visitpanamacitybeach.com)

##### **Jayna Leach, VP of Marketing**

Office Phone Number: 850-233-5070 (main)  
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##### **Michaelean Stewart, Interactive Marketing Manager**

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##### **Catherine Feeney, PR Manager**

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##### **Marcia Bush, VP of Administration**

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Email: [mbush@visitpanamacitybeach.com](mailto: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, VP of Sales  
Renee Lalanne-Wuerdeman, Director of Sales  
Anne Williams, Sales Assistant  
Brianna Webb, Marketing Coordinator  
Barrie Ainslie, Director of Visitor Services  
Tracy Rudhall, Director of Partner Engagement  
Dara Adams, Visitor Information Specialist  
Bill Poteet, Visitor Information Specialist

Traci Smith, Visitor Information Specialist  
Bobby Jordan, Visitor Information Specialist  
Susan Seals, Visitor Information Specialist  
Carolyn Thomas, Visitor Information Specialist  
Nelda Fields, 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](mailto:larmbruster@sustainablebeaches.com)

**Key Contacts - Agencies**

**LOU HAMMOND & ASSOCIATES – PUBLIC RELATIONS TEAM**

Gina Stouffer, Sr. Vice President  
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[ginag@lhammond.com](mailto:ginag@lhammond.com)

Mike Hicks, Sr. Account Supervisor  
Office: 561-655-3836  
Cell: 786-261-1448  
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Christopher Nelson, Senior Account Executive  
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Charlotte Park, Senior Account Executive  
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Lou Rena Hammond  
Founder and Chairman  
Office: 212-308-8880  
E-Mail: [louh@lhammond.com](mailto:louh@lhammond.com)

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

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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  
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[hannah@goshpr.co.uk](mailto:hannah@goshpr.co.uk)

**Germany:**  
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Ralf Lieb  
Julia Stubenböck  
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Mobile: +49 151 42182653  
E-Mail: [Ralf@lieb-management.de](mailto:Ralf@lieb-management.de)  
[julias@lieb-management.de](mailto:julias@lieb-management.de)

## **LUCKIE & CO – AGENCY OF RECORD**

### **Kristin Layman**

Strategic Engagement Director  
Office 678.638.2633  
Mobile 678.481.2962  
Atlanta Office

### **Alyson Potts**

Engagement Supervisor  
Phone (678) 672-5471  
Mobile (404) 285-1159  
Atlanta Office

### **Melonie Strum**

Associate Media Director  
Office 404.567.5654 x623  
Mobile 407.252-7925  
Birmingham Office

## **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](mailto:cday@simpleviewinc.com)



# TDC/CVB Board Members – Effective January 2017

## 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](mailto: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](mailto:mspswi@aol.com)

4 Year Term, Expiring

2019

## Elected Official - County

Mike Thomas

Mayor

840 W. 11th

Street

Panama City, FL

32401

850-248-8142

850-258-2155

(Cell)

[mthomas@baycountyfl.gov](mailto:mthomas@baycountyfl.gov)

4 Year Ter,

Expiring 2017

## Elected Official - County

Philip Griffiths, Jr. (**Chairman 2017**)

Bay County Commission

Sugar Sands Resort

20723 Front Beach Road

Panama City Beach, FL 32413

850-234-8802

850-258-8904 (Cell)

[info@sugarsands.com](mailto: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](mailto:ypatronis@aol.com)

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

4 Year Term, Expiring

2017

## Elected Official - City

Phil Chester

Councilman

City of Panama City Beach

110 S. Arnold

Road

Panama City Beach, FL

32413

850-233-5100

850-819-

7301(Cell)

[pchester@pcb.gov](mailto:pchester@pcb.gov)

[.com](mailto:pchester@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](mailto:aphillips@panamacitybeachrentals.com)

[ntals.com](mailto:aphillips@panamacitybeachrentals.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

## Collector - County

Clair Pease

Emerald View Resorts

P.O. Box 9418

Panama City Beach, FL

32417

850-234-2002

850-832-4240

(Cell)

[clair@clairpease.c](mailto:clair@clairpease.com)

[om](mailto:clair@clairpease.com)

Doug Sale, Legal Counsel

Harrison, Sale, McCloy

P.O. Drawer 1579

Panama City, FL 32402

850-769-3434

850-819-0091 (Cell)

[dsale@hsmclaw.com](mailto:dsale@hsmclaw.com)

## Key Contacts

<p><b>Bay County Department of Emergency Management</b>          Phone: 850-784-4000          Website: <a href="http://bcm.co.bay.fl.us">http://bcm.co.bay.fl.us</a></p>	<p><b>Florida Emergency Information Line</b>          Phone: 800-342-3557  <a href="http://www.floridadisaster.org">www.floridadisaster.org</a></p>	<p><b>Sheriff W. Frank McKeithen          Bay County Sheriff's Office</b>          3421 North Highway 77          Panama City, FL 32405</p> <p>Main Phone: 850-747-4700          Website: <a href="http://www.bayso.org">www.bayso.org</a>          Phone: 850-769-1638          (Emergency)          850-784-4000 (OPS Center)</p>
<p><b>Bay County Chamber of Commerce</b>          235 West 5th Street,          P.O. Box 1850          Panama City, FL 32402-1850          Carol Robers          Phone: 850-785-5206          Fax: 850-763-6229  <a href="http://www.panamacity.org">www.panamacity.org</a></p>	<p><b>The Greater Panama City Beaches Chamber of Commerce</b>          309 Richard Jackson Blvd.          Panama City Beach, FL 32407</p> <p>Kristopher McClane          Phone: 850-235-1159          Fax: 850-235-2301  <a href="mailto:chamber@pcbeach.org">chamber@pcbeach.org</a>  <a href="http://www.pcbeach.org">www.pcbeach.org</a></p>	<p><b>Panama City Beach Police Department</b>          17110 Firenzo Avenue          Panama City Beach, FL 32413</p> <p>Phone: 850-233-5000 (main) /          850-233-5010 (administration)          Website: <a href="http://www.beachpolice.com/">www.beachpolice.com/</a>          Email: <a href="mailto:policedept@pcb.gov">policedept@pcb.gov</a></p>
<p><b>Fire Departments</b>          Panama City: 850-872-3059          Panama City Beach: 850-233-5120</p>	<p><b>Gulf Power</b>          Phone: 850-487-6937</p>	<p><b>Water Service</b>          Bay County: 850-872-4785          Panama City: 850-872-3000          Panama City Beach: 850-233-5100</p>
<p><b>Bay County Emergency Prevention &amp; Readiness Outreach Coalition</b>          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><b>Gulf County TDC</b>          Kelli Godwin – 850-247-8231</p> <p><b>Mexico Beach TDC</b>          Kimberly Shoaf – 850-648-8196</p> <p><b>Walton County TDC</b>          Jay Tusa – 850-267-1216</p> <p><b>Okaloosa County TDC</b>          Jennifer Jenkins – 850-609-5380</p>	<p><b>VISIT FLORIDA:</b></p> <p>Kathy Torian          Corporate Communications Manager          (850) 205-3865 (office)          850-345-6494 (cell)  <a href="mailto:ktorian@visitflorida.org">ktorian@visitflorida.org</a></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:*

*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:*

# 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](http://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](mailto:heidib@lhammond.com)/[ginag@lhammond.com](mailto:ginag@lhammond.com)

Catie Feeney  
Panama City Beach Convention & Visitors Bureau  
850-233-5070  
[cfeeney@visitpanamacitybeach.com](mailto:cfeeney@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](http://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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Lou Hammond & Associates

561-655-3836

[heidib@lhammond.com](mailto:heidib@lhammond.com)/[ginag@lhammond.com](mailto:ginag@lhammond.com)

Catie Feeney

Panama City Beach Convention & Visitors Bureau

850-233-5070

[cfeeney@visitpanamacitybeach.com](mailto:cfeeney@visitpanamacitybeach.com)



## 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](http://www.visitpanamacitybeach.com). You can also follow us on Twitter @Visit\_PCB to receive up the minute news.

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Catie Feeney  
Panama City Beach Convention & Visitors Bureau  
850-233-5070  
[cfeeney@visitpanamacitybeach.com](mailto:cfeeney@visitpanamacitybeach.com)



## 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](http://www.visitpanamacitybeach.com). You can also follow us on Twitter @Visit\_PCB to receive up the minute news.

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Catie Feeney

Panama City Beach Convention & Visitors Bureau

850-233-5070

[cfeeney@visitpanamacitybeach.com](mailto:cfeeney@visitpanamacitybeach.com)





**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](http://www.facebook.com)  
login –see instructions on page 36

Twitter: go to [www.twitter.com](http://www.twitter.com)  
login -Vist\_PCB, password: VisitPCB1

Industry Twitter: go to [www.twitter.com](http://www.twitter.com)  
login -BayCountyTDC, password: PCB17001

### **SUGGESTED UPDATES AFTER CRISIS HAS BEEN IDENTIFIED:**

- Twitter: Please visit our website: [www.visitpanamacitybeach.com](http://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](http://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](http://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](http://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](http://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](mailto:gdemas@phasev.com)  
[www.phasev.com](http://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](mailto: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 Dan Rowe, Jayna Leach and Catie Feeney.