

ST. PETERSBURG/CLEARWATER AREA CONVENTION & VISITORS BUREAU CRISIS COMMUNICATIONS PLAN

PURPOSE AND OVERVIEW

Updated: 03/24/09

The St. Petersburg/Clearwater Area Convention & Visitors Bureau is a department of Pinellas County Government dealing with the county's number one industry: tourism. In the event of a natural disaster, man made disaster, civil unrest or other crisis, the CVB will take a leading role in minimizing the damage of this crisis to the tourism industry and in rebuilding tourism as quickly as possible.

The leading cause of implementing this plan may be in the event of a hurricane or severe tropical storm. However, the basics may also be utilized during other natural disasters such as tornadoes, floods, or droughts; during civil unrest of any kind; and during man-made crises including oil spills, air disasters, etc.

GOALS

The purpose of this **CRISIS COMMUNICATIONS PLAN** is to help ensure that the CVB is prepared to deal effectively with unexpected events, which will minimize adverse consequences.

This manual is based upon the premise that effective communications among members of the crisis response team and with the various "publics" impacted by the crisis is at the very core of effective crisis management.

By utilizing a well prepared plan, an organization can reach the following goals:

1. Prevent fatalities and injuries to employees and members of the public.
2. Provide guidelines for decision making.
3. Ensure that valuable time is not lost in implementing or coordinating response efforts.
4. Minimize downtime and disruption of business.
5. Ensure accurate, consistent and timely communications.
6. Eliminate or minimize confusion and rumors.
7. Protect the CVB's image with employees, the community, the travel industry and travelers.
8. Maintain credible relations with the community, local officials and the media.

9. Support rebuilding efforts.

With this in mind, the CVB's main responsibilities have been outlined and are the following:

1. A central information bureau for travel and tourism media
2. An information coordinating point for emergency relief efforts
3. A central point of public information for destination conditions and accommodations status
4. To provide a central housing bureau for visitors, evacuated residents, media and emergency workers (if needed)

The plan is designed around the following philosophy:

1. The CVB recognizes its responsibility to operate in a manner that does not jeopardize the safety and welfare of its employees or the general public, and does not have a negative impact on the environment.
2. In times of crisis, human life and the environment take precedence over CVB property and business operations.
3. Each member of the CVB staff and its contractors are required to uphold the laws of the land.
4. The CVB has an obligation to cooperate fully with local authorities on all matters that impact the community.
5. The integrity and reputation of the CVB as both a community and industry citizen must be upheld.
6. The CVB is committed to full, candid and timely disclosure of facts that the community and/or media have a right to know, particularly relating to public health, safety and the environment.

This Crisis Communications Manual has been designed to assist staff in preparation of an emergency to include evacuation of our normal place of business and relocation to an emergency crisis center. Staff responsibilities will vary based on their availability and the demand for needed help. The following is a guideline and is not intended to be followed word for word as every situation will require individual evaluation.

Three planning categories have been designated, each having its own importance:

1. Pre-crisis events & preparation
2. During the crisis
3. Post crisis

EMERGENCY MANAGEMENT TEAM

1. Crisis Manager: DT Minich (backup David Downing) -- functions as highest ranking on-site manager. Responsible for general coordination, decision-making and communication with top management and local officials. Will also serve as the prime media spokesperson on tourism related matters to local, national and international media.

2. Assistant Crisis Manager: David Downing (backup Deborah Holland) -- assumes responsibility of Crisis Manager if DT Minich is not available.

3. Second Assistant Manager: David Downing -- Assumes responsibility of Crisis Manager if Crisis Manager and Assistant Crisis Manager are unavailable. Also, serves as the secondary media spokesperson on tourism related matters to local, national and international media.

4. EOC Staff Assignment: Deborah Holland -- assumes the responsibility for being one of the four CVB staff assigned to the EOC if necessary.

5. Emergency Personnel Coordinator: David Downing (backup Linnie Randolph) -- Serves as primary contact and coordinator of staff during crisis situation.

6. Crisis Control Room Coordinator: Dick Roesler (backup Deborah Holland) -- Takes responsibility for physical setup of internal communications headquarters.

7. Public Relations Coordinator: David Downing (backups Mary Haban/Josh Hall) -- Assumes overall responsibility for all communications with internal and external audiences, including media, local community, etc. Advises crisis manager on strategy, prepares press materials and statements, coordinates media contacts and maintains contact with outside public relations counsel. Also helps maintain control over the physical site of the emergency. May assign special communications duties to other team members for the following:

Community Relations including local elected officials, chambers of commerce, citizen groups, etc.

Employee Relations including families. Responsible for communication to employees, workplace meetings, etc.

Government Affairs including contacts with local and regional/county government officials, state and federal legislators, regulators, etc.

Security for media access to the site, escort service, access to victims and rescue workers.

Marketing/Customer Relations for customer inquiries; as necessary, statements to sales organization, and customers.

Press Center Coordination for setting up, equipping, supplying and maintaining the press room.

8. Travel Media Spokespersons: David Downing (backups, DT Minich/Mary Haban) -- acts as the local spokesperson for the travel media during the crisis. The **only** authorized spokespersons with the media. Mary Haban will be deployed to New York to act as the off-site media spokesperson.

9. Legal Advisor: Dennis Long, Assistant County Attorney -- provides ongoing counsel to crisis manager and public relations personnel.

TEAM COMMUNICATION TREE

A team communication pyramid has been established to communicate as quickly as possible whenever a crisis occurs. During certain crisis situations, contract agencies will play an important role in this plan. This pyramid calling operation is set up as follows:

1. The first person aware of a crisis or potential crisis contacts:
 - A. Crisis Manager -- DT Minich
 - B. Emergency Personnel Coordinator -- David Downing, Linnie Randolph and Sandy Galloway
2. The Emergency Personnel Coordinator contacts:
 - A. Emergency personnel only (remainder of CVB and contract agencies)
3. The Crisis Manager contacts:
 - A. The assistant crisis managers -- David Downing, Director of Operations (TBD) and Deborah Holland
 - B. County Administrator
 - C. Legal advisor if necessary -- Dennis Long
 - D. Contractors when appropriate
4. The Second Assistant Crisis Manager contacts:
 - A. Contract PR agency in New York and international PR agencies
 - B. Media when appropriate

Advisory Status for Hurricane or Major Storm

During advisory or monitoring status, this means that the County Emergency Management has not yet declared an emergency, but there is a potential for one. The following are steps taken:

1. The office of Emergency Management of Pinellas County is responsible for tracking hurricanes and disseminating information to key county agencies by e-mail, FAX and/or conference call communications.
2. When received by the CVB, these communications will be reviewed by Executive Director and Public Relations Director as soon as possible. Use whatever means necessary to contact them if they are not in the office.
3. The Pinellas County Communications has a countywide television station to broadcast up to the minute important hurricane information. PCCTV (formally Pinellas 18) television will broadcast this information until such time as a power loss may force it off the air. This station will provide the official notice of when non-essential county employees should return to work following the storm.

When an **Alert (Response level 4)** is issued, the Executive Director, Assistant Director and Public Relations Director will refocus their attention to the potential storm situation and:

1. Contact all CVB staff and advise of storm or other activity; keep in close communication.
2. Monitor weather and emergency management service reports.
3. Check on emergency supplies.
4. Begin surveying area accommodations categorized by evacuation zone for their upcoming room availability. Inventory will be added to the CVB website and promoted to local media. Updates will be continually posted to the CVB website and available to staff operating the main phone line as well as the County's Citizen Information Call Center. Accommodation availability will be accessible through the CVB's Call Center, 1-800-317-5050. The CVB's main phone of 727-464-7200 will also be transferred to the Call Center after hours and on weekends.

Pre-Event (Hurricane) Preparations -- Warning Phase

1. Upon receipt of a **Hurricane Watch (Response level 3)**, the CVB's crisis communications plan will be activated.
2. Staff who live in evacuation zones or mobile homes will be released for 4-6 hours to prepare their families for evacuation.
3. All hotels, motels, condo management companies will be advised of the watch and informed to activate plans and monitor news/weather reports for additional information.
4. All key travel agencies and tour operators and the bureau phone mail, website and international offices should be updated to monitor weather and news bulletins closely for storm progress.
5. The CVB Executive Director or designee and the PR Director or designee will attend any County briefings. The Executive Director and/or Assistant Director will also attend meetings regarding St. Petersburg College Emergency Communications and actions relating to the EpiCenter.
6. Bureau designee will attend any airport(s) briefings.
7. Bureau Executive Director or designee will then finalize staff assignments.
8. When an **Evacuation Order (Response level 2)** is issued, all internal preparedness plans must be completed as soon as possible.
9. We must be prepared to assist facilities that are not prepared to support their guests.
10. A final FAX and/or e-mail blast will be sent to key agencies advising of the office closure. Notice will also be included through all Bureau technology mediums.

Staff Assignments

In preparation for a hurricane, the first step is securing the office:

- *Remember to provide any telephone or physical address updates to the Executive Director and Public Relations Director - This includes your evacuation site.
- *All staff should have hard copy(s) of Visitor Guide.
- *Back up all computer files and print mailing labels.
- *Prepare to take LAN tapes to Crisis Center.

*Disconnect all electronics, i.e. phones, computers, typewriters, etc. and move to offices without windows or offices in the center of hallway. Cover computers with heavy plastic.

*Move all desk files to top of desk, away from windows.

*Forward phones to Call Center and provide Call Center with script for responding to calls.

*Take any personal items with you.

Securing the Office -- Public Relations

*Back up all computer information, including media lists and contact lists for local tourism industry.

*Bring photo disks and letterhead.

*Print hard copies for top tier and local media contacts.

*Insure website is updated with relevant information for media, visitors and residents.

Contact with local tourism industry -- Staff

While some staff are securing the office and getting emergency supplies together, All available staff should notify all industry partners (accommodations, attractions, restaurants and chambers) as to the status of emergency. Use the fax, e-mail and phone to accomplish this goal.

Staff will query area accommodations for availability based on evacuation zone and other factors such as places that accept pets. Updates will be continually posted to the CVB website and available to staff operating the main phone line as well as the County's Citizen Information Call Center.

If the crisis is occurring in a different part of the state, the CVB will be the primary housing agency for people seeking accommodation in the area. If the crisis threatens Pinellas County, the CVB will work with other tourism offices to assist displaced visitors and residents in finding accommodation in non-evacuation zones and, if necessary, other parts of the state.

Emergency Items – Make Sure They are Available or Bring to Crisis Center

- Official County IDs and EOC ID
- Emergency purchase orders
- Misc. office supplies - pencils, pens, paper, post-it notes, etc.
- Blackberrys/cell phones/satellite phones/chargers
- Digital cameras
- Laptop computers, battery pack and printer
- Video Recorders (VCRs)
- Fax machine
- 2 Floating Flashlights (4-D)
- Adequate Replacement Batteries
- 2 Cans Deep Woods Off
- 1 Ream CVB Letterhead
- 1 Box of Envelopes
- Maps of county, showing attractions, hotels, parks, etc.
- Detailed Street Map
- State Highway Map
- 4 CVB Visitors Guides

Suggested Food Purchases for CVB Operations Post Crisis

(amounts for each to be determined)

- Bread
- Peanut Butter/Jelly
- Margarine
- Juices, boxed
- Soft Drinks
- Gatorade
- Instant tea/coffee (automatic drip)
- Sugar
- Creamer, powdered boxes/non refrigerated
- Noodles, dried
- Soups, canned
- Microwave meals, popcorn, etc.
- Pudding
- Snacks, Granola, Raisins
- Fruits, fresh and dried
- Crackers/ Cookies
- Individual canned goods such as spaghetti
- Bottled water

Work Assignments -- Pre Hurricane

<u>Date</u>	<u>Assignment</u>	<u>Personnel</u>	<u>Comments</u>
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Relocation To Emergency Headquarters

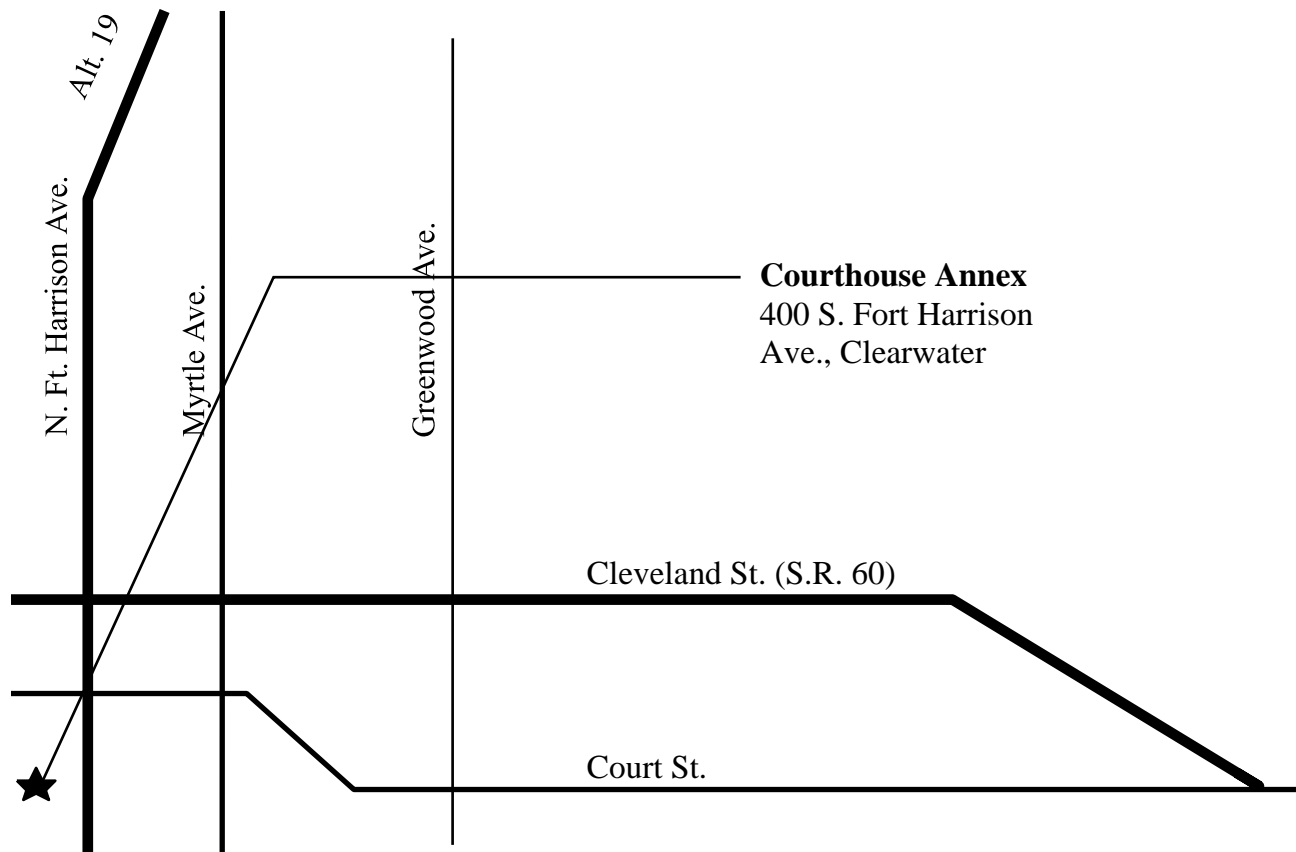
When the office securing procedures have been completed, it is time to move to the emergency headquarters, **located at 400 S. Fort Harrison Ave., Clearwater (see map below)**. This is an office adjacent Citizen’s Information Center on the first floor of the Courthouse Annex. However, staff should first take care of all personal property and gather families on a rotating basis.

The staff assigned to the EOC will be two shifts of two people:

- 1. DT Minich**
- 2. David Downing**
- 3. Deborah Holland**
- 4. Linnie Randolph**

County personnel should have phones activated and be available for CVB personnel arrival.

The CVB phone numbers at the Courthouse Annex are 453-3487 and 453-3488. Should the CVB office be evacuated or closed, the CVB’s main line will be forwarded to the CVB emergency headquarters adjacent to the CIC. During an emergency, the CVB can also be contacted at Floridasbeach@Gmail.com; the password is “password 12.” This email is to be used only for emergencies and testing. . The CVB has two satellite phones for emergency use. The numbers are 8816-4147-4604 and 8816-4147-4493. The telephone number into the CIC is 464-4333 and for Emergency Management is: 464-3800. The fax number is 464-4024. The TDD number is 464-4431.



Staff Assignments During Crisis

CVB Executive Director

- A. Maintain contact with County Emergency Officials for updates. CVB coordinates with the EOC and county communications department so that all media outlets will carry the CVB's housing information.
- B. Get Coast Guard official updates through County EOC.
- C. Maintain communications with international offices and advertising agency to update and inform.
- D. Act as tourism industry media spokesperson where appropriate, especially following a hurricane. Crime, civil unrest and other disasters may be handled by appropriate public safety official.
- E. Contact TDC board members for updates and to get approval on initiating emergency advertising campaign when appropriate.
- F. Maintain contact with Internet Marketing Manager, Deborah Holland, to insure the website has up-to-date information.

Public Relations

- A. Prepare press releases on regular basis:
 - 1. Pre hurricane release regarding evacuation status; provide media with 800 number for updates.
- B. Communicate with New York PR agency re: status and releases.
- C. Include advertising agency, contract PR firms, Visit Florida, international offices and Klages and Associates in all releases.
- D. Coordinate with contract PR firms on press release distribution.
- E. PR manager will relocate to New York, if necessary, to assist in media distribution
- F. Man and maintain media 800 telephone number.
- G. Coordinate information collected from various community agencies.
- H. Contact key local travel media to pass along information and gather latest news.
- I. Contact local television stations to get permission to use their local footage.
- J. Have VNR footage (or B roll) in can and ready for use.
- K. Have contact ready to finish and overnight VNR to New York for distribution.
- L. Conduct feasibility of Satellite Press Conference when appropriate.
- M. Keep in contact with Internet Marketing Manager, Deborah Holland, to regularly update Bureau website with up-to-date information.

Sales Departments

1. Sales staff (with other CVB department assistance as required):
 - A. Contact as many hotels as possible for guest status, damage status; Conduct on site inspections when conditions allow and when permitted by law enforcement.
 - B. Contact key properties that can be relied upon to call you with a post crisis report. Give them key telephone numbers.
 - C. Develop an active inventory list for relief and recovery worker housing.
 - D. Maintain master Visitor Guide list for future reference during and after the crisis for inquiries.
 - E. Communicate post storm status with industry and international offices as well as CVB plans in helping overcome the crisis. In the event that the CVB office is evacuated, these functions will be handled by the CVB Crisis Management Team in the EOC.

2. Rosemarie Payne, Suzanne Scully, Kevin Smith and Jennifer Parramore:
 - A. Have list assembled and divided with key meeting planner, travel agent and tour operator contacts, sports promoters, film and commercial producers.
 - B. Have fax numbers/e-mail addresses of same to send press releases as they are produced. In the event that the CVB office is evacuated, these functions will be handled by the CVB Crisis Management Team in the room adjacent to the CIC.
 - C. Maintain contact with CVB Crisis Management Team on issues raised by the key industry contacts.

Advertising Agency

- A. Have emergency advertising plan in place (selected staff booklets will include the advertising plan).
- B. If major storm hits, **immediately** pull all current advertising.
- C. Initiate plan when directed.

Marketing

- A. Internet Marketing Director relocates to the alternative location, if necessary.
- B. Coordinate appropriate message through the website.
- C. If major storm hits, **immediately** go to a hurricane notification main page website would provide relevant information travel information.

IMPORTANT NOTES REGARDING PUBLIC/MEDIA RELATIONS EFFORTS

1. Any major accident or natural disaster becomes a matter of public record as soon as local emergency personnel arrive. Such events are newsworthy, and the media have a right to investigate. Virtually all companies recognize their obligation to cooperate with all legitimate news organizations regarding such events.
2. **Cooperation.** We will cooperate with the media to the fullest extent possible and respond to all media inquiries in a timely manner, even if we have no specific comment to make or have no new information to offer. Since "no Comment" or "unavailable for comment" may be misinterpreted by the media or the public, we will strive to be responsive at all times. The CVB will act as a spokesperson to the travel media relating to the status of the destination. The CVB will coordinate all communications with Pinellas County Communications and Emergency Management.
3. **Timely response.** All media work under tight deadlines. It is critical that we respect those deadlines and provide the information that is required as soon as it is practical to do so.
4. **Spokesperson.** Ideally, all interviews with the media should be handled by a single, pre-designated spokesperson.
5. **Approvals.** All written information should be reviewed by management, public relations and legal personnel (when appropriate) prior to release.
6. **Disclosure of facts.** Our general policy will be to disclose only absolute facts as we know them when we know them--and to avoid any and all speculation. If we do not know or do not have access to facts or technical information, we will say "We do not know." Again, the phrase "no comment" should not be utilized in conversation with the media, and do not talk with the media "off the record."
7. **Community concern.** Concern for the health and welfare of employees and the community must clearly be communicated as our top priority.
8. **Access to management.** We will attempt to provide the media access to the highest ranking executive appropriate to comment on the situation.

1. When to contact the media

Not all crises happen instantaneously or have immediate impact upon human life or the environment. As a result, it may be difficult at times to ascertain when a potentially dangerous situation (such as a broken pipe or an environmental spill) warrants media attention.

This decision will be largely dependent upon the circumstances at the time. However, there are two general "rules of thumb" that can guide decision-making during such circumstances:

- a. If the situation may escalate beyond the control of site management and may have an impact upon the public safety or the environment, we have an obligation to cooperate with the media and convey the facts as we know them.
- b. As a general rule, even if the incident is relatively minor, it is usually better to take the initiative and come forth with the information--no matter how negatively it might position the company--than to withhold news from the media and have a reporter discover it.

2. What to do first

As soon as the public relations coordinator learns of the incident, he or she should alert security, managers, and other onsite personnel that reporters may arrive at the site immediately. One person on site should escort the media and refer inquiries to the designated media spokesperson and/or highest ranking member of management who is present but is not involved with emergency personnel.

The public relations coordinator should then get to the site of the emergency (if applicable) as fast as possible and gather as much factual information as possible without interfering. Names, ages, addresses, and positions of all injured people should also be noted, as well as hospitals where the injured were taken.

If there are any fatalities, a predesignated member of the emergency response team should notify next of kin. There is some disagreement among companies as to whether names of fatally injured employees or members of the public should be given to the media prior to notification of next of kin. Some companies believe that the names should be given to the print media and to TV reporters, as long as they are not doing live broadcasts. They argue that withholding names will only retard the flow of information and cause undue concern among families not affected. (Virtually all media have policies to withhold the release of names from broadcast or print until the family has been officially notified.)

The public relations coordinator should also designate someone, perhaps himself, to take photographs of the scene (for general documentation and insurance purposes).

If the scene is unsafe, reporters should be advised and escorted elsewhere for interviews.

3. Initial Contact

All initial contacts with the media by the members of the crisis team should be reported to the public relations coordinator. The initial human response by a member of the crisis team should be cleared through the crisis manager, public relations coordinator, and legal counsel, if possible. However, it is important that an immediate response not be withheld if the approval process would be impractical.

If a statement is issued, every means should be used to assure full and immediate disclosure.

4. Selecting the spokesperson

The spokesperson is a key individual in crisis communications. In the eyes of the public and the media, this person represents the total company and what it stands for. Centralizing all media contacts with one spokesperson minimizes the possibility of conflicting statements.

Careful thought should be given to designating the primary spokesperson. (Depending on the situation, instead of the company expert, it may be advisable to seek out a third-party individual to act as the chief spokesperson--**especially in the case of safety concerns/crime against visitors.**)

A good spokesperson should:

- Have credible credentials
- Be able to speak for the CVB
- Be articulate

Ideally, the person "in charge" of the crisis should:

- Be knowledgeable of top management policies
- Be accessible throughout the crisis
- Be able to explain technical matters in layman's terms
- Have the ability to phrase thoughts in concise statements (30 seconds or less)
- Project a rational, controlled voice
- Have a community perspective of the problem
- Speak on a human-to-human basis
- Understand the format, deadline, and editorial requirements and policies of the media
- Demonstrate concern and empathy for those affected

*Note: In mishaps involving the local community, a vendor, or a local utility, or for incidents where more than one party is involved, the best strategy may be to allow another organization to provide the central spokesperson, particularly if that person would have greater public credibility.

5. Coordinating media contacts

The public relations coordinator is responsible for coordinating all external communications. Although the media spokesperson may be the only individual actually communicating with the public, individuals assigned to different target groups (e.g., community relations, government affairs, etc.) should keep records of any contacts made or requests received.

Any inquiries from the national media (e.g., the Wall Street Journal, New York Times, Associated Press, etc.) should be brought to the attention of public relations.

6. Issuing Statements

The initial statement that follows the accident/incident can be the most critical, in terms of company credibility. After the situation has been assessed, a statement should be prepared and approved by the appropriate management. The CVB will coordinate all communications with Pinellas County Communications and Emergency Management. This statement will serve as official notification of the accident/incident and should meet federal, state, local, and/or regulatory agency requirements for emergency announcements. Included in the statement should be the following:

- Nature of the accident or incident
- Best assessment of whether the public or the environment is in any danger
- The "who, what, when, and where" of the incident (be as specific as possible)
- When local authorities were notified
- What hotels, attractions, transportation carriers, etc. were involved
- Response to the emergency
- Steps taken to contain or remedy the situation (include emergency personnel contacted)
- Heroic actions by employees or emergency personnel (identify)
- Extent of injuries and/or deaths
- Persons to contact for further information

Many organizations caution against releasing the following types of information

- Speculation of any type (particularly on the cause of the emergency)
- Dollar estimates of damage
- Information about insurance coverage
- Premature assessments of the performance or reaction time of company or local emergency response personnel
- Implications of negligence
- Unnecessary, overly descriptive words in explanations (such as explosion, devastating or careless)

7. Means of Distribution

Every effort should be made to ensure full and complete disclosure of all written statements to all pertinent media. The following are the recommended ways of distributing media information on an immediate basis:

- Phone call to local news wire service
- Phone calls to local newspapers, TV, news websites and radio stations (city desks or news desks)
- Fax or e-mail transmittal of written statements and press releases, and update of website
- Paid public relations wire distribution service (i.e. Mediawire)

Certain situations, where access to the emergency scene must be limited for safety reasons, may require "press pooling" that is, the disclosure of information to a few key media people, who in turn share the information, photographs, or video footage with other media members. In such cases, where possible, an attempt should be made to accommodate at least one reporter from each type of media: TV, websites, newspapers, etc.

8. Pre-prepared Materials

Pre-prepared press materials will be very useful during times of crisis. These materials should be prepared in advance and placed in the crisis press room and crisis control center:

- a. A fact sheet should be developed for the CVB, and ideally by each attraction site. Fact sheets should include:

Number of employees
Size of operation

Products and/or services of facility
Past safety record
Markets served
Names of key management personnel

- b. Prepared press kits for distribution to the media could save valuable time and maintain consistency.

Included in the press kits should be:

General company background
Map of facility
Photos of facility
Photos and biographical sketches of key managers
Annual report

9. Press Conferences

If the crisis is a major one, it will be necessary to brief the media on the progress of the crisis throughout the ordeal. When a press conference is being planned, careful consideration should be given to:

Location: The site of the incident, for various reasons, may not be the best location for convening a conference. A nearby hotel, government building, etc., may be more appropriate. For a crisis of national proportions, it may be advisable to meet with the press in New York, Washington, or a similar major media market.

Speakers: In addition to the media spokesperson, other members of the Crisis Communications team should attend. Typically, at a press conference it is rare that one person would be equipped to answer all questions. Advance planning can help determine who should answer what questions. Keep in mind, however, that whoever attends the conference should be fully prepared to deal with spontaneous media questions.

Press list: The public relations coordinator and the individual assigned to press relations should develop a media list including all local news media, as well as regional, state, and national media if the situation warrants.

10. Media Releases and Contacts Logbook

It is also highly advisable that a logbook of all statements, news releases, and media contacts be kept, detailing exact times and names of media contacted.

11. Media Monitoring

All news reports should be constantly monitored for accuracy. Corrections and clarifications should be provided to the media immediately.

12. Ongoing Contacts

After the initial announcement, it is recommended that the designated spokesperson be accessible on a 24-hour basis throughout the crisis.

Regular updates in the form of daily, semi-daily, or even hourly statements may also be necessary.

Depending upon the nature of the incident, daily press briefings may also be necessary.

13. Evening and Weekend Contacts

It is critical that the media know how to get in touch with a public relations representative during weekend and evening hours.

Therefore, it is recommended that all off-hour security personnel, telephone operators, answering services, and other individuals who may receive a media call to the general site phone number be provided with the home phone numbers of the public relations coordinators. The standing instructions would be to contact a public relations representative immediately upon receipt of an off-hour media call.

The public relations coordinator may also want to assign "second and third shift" media contact duties to other personnel during times of crisis (it must be remembered that all major media maintain 24-hour operations).

14. "Total story" Advertisement

Some observers of crisis management argue that, given the way the media operate with deadlines and limited space and airtime, etc., a company's story may be told in bits and fragments over a prolonged period of time, making it difficult for the public to grasp the "total story." It may, therefore, be useful to consider developing an informational advertisement in a local or national newspaper to ensure that the public is provided with the complete story in one place, from a single source.

15. Media Contact List

It is very important to have an updated directory of media contacts available in the event of an accident or crisis.

The following media may need to be contacted in the event of an incident:

PR Wire services

Local TVs

Morning newspapers

Evening newspapers

Weekly newspapers

Local business publications

Associated Press

United Press International

Local radios

CRISIS COMMUNICATIONS PERFORMANCE CHECKLIST

While there are no hard and fast rules that apply to all crisis situations, "post-crisis analysis" by public relations experts suggests a number of guidelines for successful crisis management. Use this checklist below to evaluate your crisis communications response-- or to ensure that your company's crisis communications plan has taken key factors into consideration:

Immediacy: Response to the problem is immediate. Publics most affected by the crisis are communicated with on a priority, need-to-know basis-in a timely, orderly fashion.

Concern: All communications demonstrate that the health and welfare of various publics impacted by the crisis are the top priorities of company management.

Control: Information about the status of the crisis situation is issued from a central company control point--ideally, through a single media spokesperson.

All comments made for public record are based on facts. Speculation is avoided.

Management Involvement: Top management assumes an involved and visible role.

The CVB is positioned early on in the crisis as part of the solution. An adversarial or defensive posture is avoided.

The media and public officials are provided direct access to CVB decision makers.

One-to-one: Communications from the corporation are handled on a human-to-human level, not as if they are coming from an indifferent corporate entity.

Perception: Public perceptions of the crisis are addressed seriously, regardless of whether these perceptions are based on fact.

Credibility: In the selection of the spokesperson, consideration is given to the credibility and trustworthiness of the source. Third-party spokespersons are used when appropriate.

Advocacy: The company's right to communicate is fully exercised and not relinquished to other parties involved in the controversy. It is recognized that if the media and public don't hear the story from the company, they'll get their information elsewhere.

Diplomacy: In controversial situations, efforts are made to sit down with adversarial groups to initiate dialogue and negotiate solutions.

DURING HURRICANE

1. Continue to make calls to properties as needed. CVB will be responsible for monitoring the area's inventory of accommodations. These will be needed for visitors, residents and emergency workers.
2. Continue media plan and calls. The CVB will act as a spokesperson to the travel media relating to the status of the destination.
3. Continue communications with EOC. The CVB will coordinate all communications with Pinellas County Communications and Emergency Management.
4. Airports should be advised to fax/e-mail reports and status as designee will not attend meetings at this point unless absolutely necessary.

NOTE:

A four-wheel drive vehicle can be obtained with authorization of the CVB Executive Director or designee with the Pinellas County Park Department or Fleet Maintenance.

WORK ASSIGNMENTS--DURING HURRICANE (CRISIS)

<u>STATUS</u>	<u>ITEM</u>	<u>PERSONNEL</u>	<u>COMMENTS</u>
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Tourist Development Council Board of Directors
(All area codes are 727 unless otherwise specified)

Calvin D. Harris, Chairman
Board of County Commissioners
315 Court Street
Clearwater, FL 33756
464-3360; 464-3022 (f)
charris@pinellascounty.org

Leslie Curran, Council Member
City of St. Petersburg
P.O. Box 2842
St. Petersburg, FL 33731-2842
893-7117; 892-5360 (f)
judy.tenison@stpete.org

Carlen Petersen, Vice-Mayor
City of Clearwater
P. O. Box 4748
Clearwater, FL 33758-4748
562-4050; 562-4052 (f)
391-9951; 399-1131 (f)
carlen.petersen@myclearwater.com

Mayor Bill Queen
Town of N. Redington Beach
190 173rd Avenue
North Redington Beach, FL 33708
391-4848; 393-0803 (f)
mayor@townofnorthredingtonbeach.com

Russ Kimball, Vice Chairman
Sheraton Sand Key Resort
1160 Gulf Blvd.
Clearwater Beach, FL 33767
595-1611; 596-1116 (f)
rkimball@sheratonsandkey.com

Russell C. Bond
Renaissance Vinoy Resort
501 Fifth Ave. NE
St. Petersburg, FL 33701
894-1000; 894-2067 (f)
russ.bond@renaissancehotels.com

Anthony Satterfield
Alden Beach Resort
5900 Gulf Blvd.
St. Pete Beach, FL 33706
360-7081; 360-5957 (f)
satterfielda@aldenbeachresort.com

Timothy Bogott
Tradewinds Island Resorts
5600 Gulf Blvd.
St. Pete Beach, FL 33706
562-1244; 562-1261 (f)
tbogott@twresort.com

Phil M. Henderson, Jr.
Starlite Cruises
P.O. Box 3335
Clearwater, FL 33767
462-2628; 446-4814 (f)
phil@starlitecruises.com

Doreen Moore
Travel Resort Services, Inc.
13030 Gulf Blvd.
Madeira Beach, FL 33708
393-2534; 391-3855 (f)
doreen@trsinc.com

George Billiris
1028 Peninsula Ave
Tarpon Springs, FL 34689
938-0787; 937-5417 (f)
billiris@knology.net

Julie Scales, Commissioner
City of Dunedin
542 Main Street
Dunedin, FL 34698
298-3001; 298-3012 (f)
jscales@dunedinfl.net

Phase V Hurricane Contact List

(All area codes are 239 unless otherwise specified)

Phase V Toll Free #: 800-660-3479

Amanda Mingione, Operations Manager
769-9339 (o)
634-7979 (c)
Email: amingione@phasev.com

Scott Hadley, Operations Manager
225-1022 (o)
826-1105 (c)
826-3184 Backup (c)
Email: shadley@phasev.com

Melissa White, Production Manager
225-1002 (o)
362-2830 (h)
362-4761 (c)
Email: mwhite@phasev.com

Lysandra Taylor, Fulfillment Manager
225-1018 (o)
895-2982 (c)
Email: ltaylor@phaseV.com

Mike DeMas
225-1000 (o)
594-5681 (h)
560-7310 (c)
Email: mdemas@phasev.com

Ginny DeMas
225-1010 (o)
560-7210 (c)
Email: gdemas@phasev.com

Phase V Main #: 239-768-9339

Disaster Recovery Call Center:
Voice Link of Columbus, Inc.
Jo-Ann Fussell, CFO
1225 3rd Avenue
Columbus GA 31901
706-323-6733 (o)

Emergency Phone List for EpiCenter Partners
(All area codes are 727 unless otherwise specified)

Convention & Visitors Bureau

DT Minich, Director
464-7220 (o)
772-6699 (h)
647-2990 (c)

David Downing
464-7213 (o)
424-5190 (c)
917-528-8956 (pc)

Cultural Affairs

Judith B. Powers, Director
453-7860 (o)
321-6070 (h)
798-8975 (c)

Kay Campbell
453-7860 (o)
415-4826 (h) (c)

Economic Development

Mike Meidel, Director
464-8114 (o)
821-0100 (h)
580-6226 (c)

Cindy Margiotta
464-7398 (o)
517-3100 (h)
647-2311 (c)

Junior Achievement

Joann Fabiszewski
530-0084 x 23 (o)
535-4478 (h)
244-2428 (c)

Richard George, President
530-0884 x 27 (o)
725-2198 (h)
430-0965 (c)

WorkNet

Ed Peachy, Director
507-4300 x 3016 (o)
423-5025 (c)

Jerome Salatino
507-4300 x 3038 (o)
612-5655 (c)

IMPORTANT TELEPHONE NUMBERS

(All area codes are 727 unless otherwise specified; dial 911 for EMERGENCY only)

	<u>Business</u>	<u>Emergency</u>
Citizens Information Center.....	464-3000	464-4333
National Weather Service.....	813-645-2506	
National Hurricane Center.....	nhc.noaa.gov	
American Red Cross.....	446-2358 Clearwater Toll-free 877-741-1444 898-3111 St. Petersburg 813-348-4820 Tampa	
The Salvation Army.....	550-8080	
St. Petersburg/Clearwater Intl Airport.....	453-7800	
nlagos@co.pinellas.fl.us	453-7823 Fire Rescue	
fly2pie.com	453-7847 / 7846 (f)	
Tampa International Airport.....	813-870-8700	
tampaairport.com	813-875-6670 (f)	
U.S. Coast Guard.....	535-1437 531-6141 Search and Rescue 535-4256 (f)	
Fish & Wildlife Conservation Commission.....	888-404-3922; 863-648-3200	
Regional Office	813-632-2678 (f)	
Belleair Beach City Hall.....	595-4646	
cityhall@cityofbelleairbeach.com	593-1409 (f)	
Madeira Beach City Hall.....	391-9951 399-1131 (f)	
North Redington Beach City Hall.....	391-4848 393-0803 (f)	
Redington Shores Municipal Bldg.....	397-5538 392-9470 (f)	
Seminole City Hall.....	391-0204 391-5458 (f)	
Treasure Island City Hall.....	547-4575 547-4582 (f)	

LAW ENFORCEMENT AND FIRE DEPARTMENTS

(All area codes are 727 unless otherwise specified)

Florida Highway Patrol.....	570-5010 570-3107 (f)
Pinellas County Sheriff's Administration Bldg..... jboardner@pcsonet.com	582-6200 582-6201 Sheriff Coats 582-6432 (f) Communications 582-6400 (f) Records 584-3323 TDD
Clearwater Police Department.....	562-4242 Non-Emergency 562-4221 (f)
Countryside Sub-station.....	562-4255 (<i>Hours not always manned-</i> 562-4277 (f) <i>Call Clearwater PD for</i> <i>info</i>)
Dunedin Fire Department..... Firechief@dunedinfl.net	298-3095 Fire Chief Myer 298-3104 (f)
Indian Shores Police Department.....	595-5414 595-4785 (f)
Madeira Beach Fire Station 25 (also Redington Beach)..	391-3400 399-9238 (f)
Pinellas County Emergency Medical Service.....	582-2000 & Fire Admin
St. Petersburg Police Department.....	893-7780 Non Emergency 892-5593 (f)
St. Petersburg Fire Admin./Emergency Mgt..... Robert.ballou@stpete.org	893-7683 580-3424 (c) Chief Chief Ballou 892-5357 (f)
St. Pete Beach Fire Station 23.....	363-9206 / 9207 / 9208 / 9205 224-0579 (c) Chief 224-0578 (c) Operations 360-6744 (f)
St. Pete Beach Fire Station 22.....	552-099; 549-6453
Tarpon Springs Fire Station 69..... smoreno@tsfr.us rbutcher@tsfr.us	938-3737 934-0598 (f) 224-4850 (c) Chief 534-0031 (c)

LAW ENFORCEMENT AND FIRE DEPARTMENTS (CONTINUED)

(All area codes are 727 unless otherwise specified)

	<u>Business</u>	<u>Emergency</u>
Tarpon Springs Police.....	938-2840; 938-2849 938-7848 (f)	
Treasure Island Police.....	547-4595 547-4597 (f)	
Treasure Island Fire Dept.....	547-4590 547-4598 (f)	

IMPORTANT COUNTY MANAGEMENT

(All area codes are 727 unless otherwise specified)

	<u>Business</u>	<u>Emergency</u>
Pinellas County Administrator.....	464-3485; TDD 464-4431	
Pinellas County Animal Services.....	582-2600 TDD 582-2636	
Pinellas County Emergency Operations Center/Admin. ema@pinellascounty.org	464-3800 464-4024 (f)	
Pinellas County Emergency Management TDD.....	464-4431	
Board of County Commissioners.....	464-3377 464-3022 (f)	
County Commissioners.....	464-3022 (f)	
Calvin D. Harris.....	464-3360	
Susan Latvala.....	464-3276	
John Morroni.....	464-3568	
Karen Williams Seel.....	464-3278	
Nancy Bostock.....	464-3363	
Neil Brickfield.....	464-3365	
Kenneth T. Welch.....	464-3614	
Pinellas County Fleet Management.....	582-3041 582-3061 (f)	420-9125
Pinellas County Health Department.....	824-6900 St. Petersburg Claude_dharamraj@doh.state.fl.us John_heilmanmd@doh.state.fl.us	824-6921 Asst. Director 824-6931 Director

IMPORTANT COUNTY MANAGEMENT (CONTINUED)

(All area codes are 727 unless otherwise specified)

	<u>Business</u>	<u>Emergency</u>
Pinellas County Media Line. (eocpio2@co.pinellas.fl.us)	464-3820	460-7687
Pinellas County School Board.....	588-6000; 588-6424	
Pinellas County Utilities (Water System).....	464-4000	

IMPORTANT TELEPHONE NUMBERS

(All area codes are 727 unless otherwise specified)

UTILITY SYSTEMS

Business

Progress Energy.....	820-5151; 800-700-8744
Customer Service.....	443-2641
Verizon Repair.....	800-483-2000
TECO Peoples Gas.....	877-832-6747
PSTA.....	540-1900
St. Petersburg Water & Sewer.....	893-7261
St. Petersburg Emergency Management.....	893-7683 892-5357 (f)
Clearwater Public Works.....	562-4950
Clearwater Utility Customer Service.....	562-4600; 462-6633 562-4629 (f)
Clearwater Water System Maintenance.....	562-4960
Clearwater Gas System.....	562-4960; 462-6633 820-4161 (f) 469-5800 Clearwater 469-4288 (f)

HOSPITALCONTACTS AND TELEPHONE NUMBERS

(All area codes are 727 unless otherwise specified)

<u>HOSPITALS</u>	<u>Business</u>	<u>Website</u>
All Children's (St. Petersburg).....	898-7451	allkids.org
Bay Pines VA Medical Center (St. Petersburg).....	398-6661 398-9442 (f)	1.va.gov/directory
Bayfront Medical Center (St. Petersburg).....	823-1234	bayfront.org
Edward White Hospital (St. Petersburg).....	323-1111 328-6135 (f)	edwhitehospital.com
Hellen Ellis Memorial Hospital (Tarpon Springs).....	942-5000 942-5161 (f)	hemh.org
Largo Medical Center Hospital.....	588-5200 588-5906 (f)	largomedical.com
Mease Hospital (Dunedin).....	733-1111	mortonplant.com
Mease Countryside (Safety Harbor).....	725-6111	mortonplant.com
Morton Plant (Clearwater).....	462-7000	mortonplant.com
Northside Hospital (St. Petersburg).....	521-4411	northsidehospital.com
Palms of Pasadena (St. Petersburg).....	381-1000	palmspasadena.com
St. Anthony's (St. Petersburg).....	825-1100	stanthonys.com
St. Petersburg General.....	384-1414	stpetegeneral.com
Sun Coast Hospital (Largo).....	581-9474	suncoasthealthcare.com

CONTRACT AGENCIES, TELEPHONE NUMBERS AND E-MAILS

(All area codes are 727 unless otherwise specified)

Business

Development Counselors International (DCI)..... (Karyl Leigh Barnes) e-mail: karyl.barnes@dc-intl.com	212-725-0707 212-725-2254 (f) 914-834-0666 (h); 917-501-1497 (c)
BVK (Mary DeLong) e-mail: maryd@bvk.com	813-258-2510 813.258.2234 (f)
U.K. Office (Vanessa Alexander)..... e-mail: e-mail: va@floridasbeach.com	011 44 020 8651 4742 011 44 020 8651 5702 (f)
Central European Office (Marion Wolf)..... e-mail: marion@floridasbeach.com	011 49 (0)69 - 25 73 90 79 80 011 49 6101/4524 (f)

Business

Fleishman-Hillard - UK PR Office (Chloë Handy)..... e-mail: chloe.handy@fleishmaneuropa.com	011 44 207 306 9000 011 44 207 395 7101 (f)
AuCoin & Associates – Nature PR (Bill AuCoin)..... e-mail: wmaucoin@verizon.net	522-2371; 417-6676 (c) 521-2035 (f)
Research Data Services..... e-mail: klagesmktg@aol.com A. Walter Klages.....	813-254-2975 813-254-2986 (f) 813-837-6560 (h) 813-781-4295 (c)
Miles Media Group (Roger Miles)..... e-mail: roger.miles@milesmedia.com	941-342-2300
Simpleview (Kevin Bate)..... Email: kbate@simpleviewinc.com www.simpleviewinc.com	520-575-1151 x 104 520-575-1171 (f)

CHAMBER OF COMMERCE AND TELEPHONE NUMBERS

(All area codes are 727 unless otherwise specified)

Business

Clearwater Beach Chamber of Commerce.....	447-7600
(Sheila Cole)	443-7812 (f)
office@beachchamber.com	
Clearwater Regional Area Chamber of Commerce.....	461-0011
(Doug Linder)	449-2889 (f)
dlinder@clearwaterflorida.org	
Dunedin Chamber of Commerce.....	733-3197
(Lynn Wargo)	734-8942 (f)
lwargo@dunedin-fl.com	
Gulfport Chamber of Commerce.....	344-3711
(Gregg Stem)	344-5461 (f)
gstemm@aol.com	
Largo Chamber of Commerce.....	584-2321
(Tom Morrissette)	586-3112 (f)
tom@largochamber.org	
Oldsmar Upper Tampa Bay Regional Chamber.....	813-855-4233
(Jerry Custin)	813-854-1237 (f)
jcustin@utbchamber.com	
Palm Harbor Chamber of Commerce.....	784-4287
(Connie Davis)	786-2336 (f)
conniedavis@palmharborcc.org	
Pinellas Park/ Gateway Chamber of Commerce.....	544-4777
(Kenn Brown)	209-0837 (f)
kenn.brown@pinellasparkchamber.com	
Safety Harbor Chamber.....	726-2890
(Normajeanne Anderson)	726-2133 (f)
nanderson@safetyarborchamber.com	
Seminole Chamber of Commerce.....	392-3245
(Jimmy Johnson)	397-7753 (f)
jgjohnson@ij.net	

CHAMBER OF COMMERCE AND TELEPHONE NUMBERS (CONTINUED)

(All area codes are 727 unless otherwise specified)

	<u>Business</u>
St. Petersburg Area Chamber of Commerce.....	821-4069
(John T. Long)	895-6326 (f)
jtlong@stpete.com	
Tampa Bay Beaches Chamber of Commerce	
St. Pete Beach Office.....	360-6957
(Robin Grabowski)	360-2233 (f)
robin@tampabaybeaches.com	
Tarpon Springs Chamber of Commerce.....	937-6109
(Sue Thomas)	937-2879 (f)
sue@tarponspringschamber.com	
Treasure Island Chamber.....	360-4121
(Dominique Reiter)...	360-4609 (f)
rfunding@tampabay.rr.com	

TAMPA BAY MEDIA TELEPHONE NUMBERS

(All area codes are 727 unless otherwise specified)

NEWSPAPERS

Business

Associated Press..... mstacy@ap.org	813-254-6316 813-254-6254 (f)
Clearwater Gazette..... pollicks@aol.com	446-6723 461-5659 (f)
Gulf Coast Business Review..... (Barry Media) rthomas@review.net	941-362-4848 941-362-4808 (f)
St. Petersburg Times..... tampabay.com	893-8111 893-8215 Newsroom 893-8675 (f) 892-2327 (f) Feature Dept.
Tampa Tribune..... news@tampatrib.com tbo.com	813-259-7600 Newsroom 813-259-7676 (f) 727-799-7413 Clearwater Bureau 727-791-6826 (f)
Tampa Bay Business Journal..... tampabay@bizjournals.com	813-873-1827 Main # 813-873-8225 Newsroom 813-873-0219 (f) Editorial
Tampa Bay Newspapers..... (Beacon/Leader/Bee) editorial@tbnweekly.com	397-5563 397-5900 (f)
United Press International..... newstrack_desk@upi.com	800-795-4874; 202-898-8062

RADIO

WFLA-AM 970/WFLZ-FM 93.3..... (Clear Channel Network – several stations) news@970wfla.com	813-831-9797 813-831-6397 (f)
WGUL-AM 860..... operations@salemtampa.com	813-639-1903 813-639-1272 (f)
WMNF-FM 88.5..... wmn.org	813-238-8001 813-238-1802 (f)
WQYK-FM 99.5.....	813-287-0995 813-636-0995 (f) 813-637-7988 (f) In-Studio

MEDIA TELEPHONE NUMBERS (CONTINUED)

(All area codes are 727 unless otherwise specified)

Business

WTAN-AM 1340.....	441-3311
lola@tantalk1340.com	441-1300 (f)
WUSF-FM 89.7.....	813-905-6900
wusf.org	813-974-3720 (f) Newsroom
WWRM-FM 94.9/WDUV-FM 105.5.....	579-2000
(Cox Radio Network – several stations)	579-2662 (f)
tom.paleveda@cox radio	
WXTB-FM 97.9/WTBT-FM 103.5.....	813-832-1000
	813-831-9898 (f)

TELEVISION

Bay News 9.....	437-2100 Newsroom
tips@baynews9.com	437-2034 (f)
FOX 13 WTVT.....	813-876-1313; 727-461-1313
news@wvt.com	813-870-9630 Newsroom
	727-894-7100 Pinellas Newsroom
	813-871-3135 (f) Newsroom
	800-334-9888 (News Hotline)
	813-639-1272 (f)
PCC-TV (Formally Pinellas 18).....	464-4809
	464-4432 (f)
	464-4431 TDD
WFLA-TV Channel 8.....	813-228-8888
news@wfla.com	813-221-5788 Newsroom
	813-225-2770 (f)
	536-8443 Pinellas Bureau
	536-8360 (f) Pinellas
WFTS-TV Channel 28.....	813-354-2828
newstips@wfts.com	813-354-2800 Newsroom
	813-870-2828 (f)
WTOG-TV Channel 44.....	576-4444
cw44@wtog.com	570-4418 (f)
WTSP-TV Channel 10.....	577-1010
10news@tampabays10.com	577-8450; 8550 Newsroom
	576-6924 (f)
WTTA-TV Channel 38.....	813-886-9882
wttta38.com	813-880-8154 (f)

POST HURRICANE (CRISIS) EVENTS

As soon as the storm has passed, the remainder of the CVB and contract agencies staff will assemble at the office to begin recovery operations. If the office is not accessible, staff should contact the CVB at the emergency location adjacent to the CIC. If conditions will not allow staff to travel to the office or CIC, they should go to the nearest public agency (fire or police station) and have officials at the site report the employee's availability to the EOC. Together with the EOC, the CVB emergency staff will develop a continuation of operations plan based on the prevailing conditions.

Two priorities will be given equal emphasis:

1. To restore our offices to normal operation.
2. To restore the tourism industry as quickly as possibly.

Staff assignments should be given according to the severity of the storm (use attached sheet for assignments).

1. PR Department will arrange for onsite photography of all aspects of the destination (with date and time stamps).
2. Phone coverage to assist with information dissemination.
3. Suggested advertising recovery plan.

Sales

Television: CVB advertising agency to provide:

- *CNN
- *CNN Headline News
- *Weather Channel
- *TNN

Email Blast: Send ASAP to Travel Agent data base.

Print Advertising: Major Florida Newspapers
Key Domestic Markets--Sunday Travel, 3-week run

International:

- *UK Travel Trade Advertising
- *Direct Mail to key agencies and tour operators
- *German market trade advertising
- *Direct mail to key agencies and tour operators
- *Canadian travel trades
- *Direct mail to key agencies and tour operators

Public Relations:

- *Call key media contacts with preliminary estimates on the extent of damage and estimated time of recovery. Include phone number for visitor information.
- *Media releases on estimates of damage and time of recovery. Include phone number for visitor information and media hotline number.
- *When appropriate: "We're back in business" release.
- *Video news release to distribute at same time.
- *Press trips for key trade and consumer media.
- *Press conferences in key markets.
- *Satellite News Conference.

4. All assigned staff to assist in the reorganization of office and equipment. Staff may be assigned to assist other county functions as needed through the EOC.

FOLLOW-UP COMMUNICATIONS

A. Follow-up reports to "need-to-know" audiences

There are a number of audiences that should be communicated with even after the incident has been resolved. Local officials and emergency personnel, for example, should be thanked for their cooperation. Employees should be notified of the impact of the incident upon business operations. The community at large will retain an interest for some time in the incident's impact upon the CVB, the local economy, the environment, or community's health.

Often, many unanswered questions or, worse yet, false rumors may persist after an incident. In addition, there may be questions of liability that are as yet unresolved.

Finally, visitor confidence must be restored. Every effort should be made to assure travelers that, in spite of the incident, the community is committed to addressing their needs. As much specific information as possible should be given about reopening dates, rebuilding dates, etc. (These should be reasonable-not overstated-promises.)

It is, therefore, recommended that a post-crisis public relations plan be developed and implemented to ensure proper resolution of the problem.

Follow-up

The media, in particular, will be interested in obtaining follow-up information such as:

1. Statements on subsequent aid to the community, remedial or clean-up actions
2. Statements on liability
3. Statements on business impact
4. Information on past safety record and related incidents
5. Information on other incidents at comparable destinations
6. Local reactions to how the CVB handled the crisis including investigations into whether industry safety or emergency procedures were properly followed
7. Follow-up on injured
8. Results of investigations into causes

It is recommended that the CVB managers, public relations coordinator, legal counsel, and CVB spokesperson anticipate any and all such questions that might arise in the aftermath of an unexpected incident and prepare appropriate responses.

B. Employee communications

It is likewise recommended that the site manager be open and candid about the incident with all employees, explaining what happened, how it happened, how the company responded, and what precautions are being taken to prevent a repeat of the incident.

A special task force might be assigned to gauge employee reaction and determine if any unexpected employee relations problems have resulted from the incident. (Experience has shown that, in times of crisis, employee issues and concerns might be unintentionally overlooked because of other priorities.)

Letters to employee homes, workplace meetings, and stories in company publications are all appropriate vehicles for employee communications, as are one-on-one meetings, bulletin board postings, and presentations by external officials involved in the crisis.

TRAVEL INDUSTRY COMMUNICATIONS

The crisis team member responsible for customer relations should assess the business impact of the incident and determine the best means for communicating with customers, particularly if the incident proves to be disruptive to normal business operations.

Emails, special sections in the website, facsimiles, and, of course, direct phone calls are appropriate means for immediate communications.

Follow-up letters are the best means of dispelling rumors and conveying other important information (such as special arrangements for handling pending orders) to customers after the incident.

A major consumer problem, of course, might require extensive television and newspaper advertising, a media tour, and other mass-media techniques.

WORK ASSIGNMENTS -- POST HURRICANE (CRISIS)

Name **Assignments** **Status** **Hours**

APPENDIX

HURRICANE HAZARDS AND VULNERABILITY

GENERAL

This guide is based on information in the Tampa Bay Region Hurricane Evacuation Study Update 2006. The study uses the National Hurricane Center's SLOSH storm surge model to calculate maximum surge heights resulting from simulated hurricanes of various categories.

The SLOSH calculations were consolidated for each category of storm in order to portray worst case values. An additional +2 feet was added to reflect astronomical high tide/tidal anomalies. These values, overlaid on county elevation maps, establish the worst case surge vulnerable areas for each category of storm. These surge vulnerable areas are then established as evacuation zones.

HURRICANE TYPES, HAZARDS, DAMAGE POTENTIAL AND VULNERABILITY

1. HURRICANE TYPES:

- a. Landfalling. A storm moving from water to land and continuing inland. i.e. a storm striking the west coast of Florida from the Gulf of Mexico.
- b. Paralleling. A storm moving approximately parallel to the coastline i.e. a storm moving northwest along the west coast of the Florida peninsula.
- c. Exiting. A storm returning to open water after traversing a land mass, i.e. a storm making landfall on the east coast of Florida and exiting on the west.

2. HURRICANE HAZARDS:

- a. Storm Surge. The most dangerous hazard. It is wind driven water that crosses the coastline just ahead of and to the right of the eye. Due to shallow water and gradual bottom slope offshore, surge values will be higher for the county than indicated in the Saffir/Simpson Hurricane Scale.
- b. High Winds. Most damaging to mobile homes/manufactured housing. High winds arrive at the coastline several hours before the eye of the storm. Additionally, tornadoes develop as hurricanes move onshore.
- c. Rainfall. There is no way to predict the rate/distribution of the expected six to twelve inches of rainfall. Rainfall normally parallels the arrival of tropical storm force winds.

3. HURRICANE DAMAGE POTENTIAL: The National Weather Service uses the Saffir/Simpson Hurricane Scale to categorize potential wind/storm surge damage from hurricanes:

TROPICAL STORM: WINDS: 40 - 73 MPH SURGE: 3 - 5 Ft
DAMAGE: Trees/foilage, unanchored mobile homes, signs, flooding on barrier islands/coastal roads, minor pier damage, small craft torn from moorings.

a. **CATEGORY 1:** WINDS: 74- 95 MPH SURGE:-5 - 7 Ft
DAMAGE: To foliage/ trees signs, unanchored mobile homes, minimal damage to other structures, flooding of barrier islands/coastal roads, minor pier damage and small crafts torn from moorings.

b. **CATEGORY 2:** WINDS: 96 - 110 MPH SURGE: 7 - 12 Ft
DAMAGE: Considerable damage to foliage/ trees, major damage to mobile homes, building roofs, windows, doors, considerable damage to piers, marinas, small craft, and flooding.

c. **CATEGORY 3:** WINDS: 110 - 130 MPH SURGE: 12 - 15 Ft
DAMAGE: Large trees and signs blown down, some damage to roofing materials, windows and doors, small buildings, mobile homes destroyed, serious flooding along barrier islands/coast, and large and small structures destroyed by waves/floating debris.

d. **CATEGORY 4:** WINDS: 131 - 154 MPH SURGE: 15 - 20 Ft
DAMAGE: Trees and signs blown down, extensive damage to roofing materials, windows and doors, complete destruction of mobile homes, major damage to lower floors of structures near the coastal barrier islands due to flooding, waves/floating debris.

e. **CATEGORY 5:** WINDS: 155+ MPH SURGE: 20 - 24 Ft
DAMAGE: Trees blown down, extensive damage to roofs, all signs down, building failures, complete destruction of mobile homes, major damage to lower floors of structures less than 15 feet above sea level in storm surge zones.

4. HURRICANE VULNERABILITY:

a. Evacuation Zones. Pinellas County has been divided into five Evacuation Zones, which are based on hurricanes hazards. The delineation of zones allows:

*Identification of areas that are predicted to receive a common level of storm surge.

*Residents to identify their vulnerability and pre-plan appropriate evacuation response.

5. TROPICAL STORM SURGE VULNERABILITY: Although a lesser threat than hurricanes the potential for property damage/loss of life exists. The vulnerability of low-lying areas, mobile home populations, and electrically-dependent citizens require a planned, coordinated response.

6. VULNERABLE POPULATION: Table 11-7 identifies the vulnerable population for all evacuation levels and Table 11-2 the anticipated evacuating population.

VULNERABLE TROPICAL STORM SURGE POPULATION

LEVEL	2006 / 2011
A	288,015 - 292,847
B	371,152 - 378,225
C	453,659 - 462,748
D	541,467 - 552,370
E	588,434 - 600,128

NOTE: Figures include mobile home/seasonal residents, and hotel/motel occupants.

TOTAL ANTICIPATED EVACUATING POPULATION

LEVEL	2006	/	2011
	LOW / HIGH		LOW / HIGH
A	335,584 - 407,433		341,033 - 413,517
B	423,579 - 495,426		430,944 - 503,421
C	518,585 - 590,431		528,438 - 600,914
D	622,337 - 694,187		634,126 - 706,597
E	665,241 - 737,090		677,740 - 750,211

NOTE : Figures include persons living outside Surge vulnerable zones who do not live in mobile homes/substandard housing, but are expected to evacuate; This is termed "Shadow Evacuation" and is based on post hurricane surveys over the last few decades.

GENERAL

The situations with the greatest potential for causing loss of life are:

- Official Evacuation Order not issued in time to allow evacuation.
- No capability to disseminate the Official Evacuation Order.

WARNING

1. WARNING SYSTEM: The Warning System, comprised of the following agencies, disseminates data on approaching hurricanes:

- *National Hurricane Center, Miami
- *Tampa Area Office, National Weather Service, Ruskin
- *Florida Division of Emergency Management, Tallahassee (State EOC)
- *Pinellas County Department of Emergency Management (County EOC)
- *Municipal Emergency Management Agencies
- *Broadcast Media (TV/Radio)
- *Public Safety Law Enforcement and Fire Departments/Districts

2. WARNING INFORMATION:

- a. The hurricane warning operations of the National Weather Service begins when a storm is first detected. Advisories on potential hurricanes are issued by the National Hurricane Center (NHC) at six-hour intervals (5 A.M., 11 A.M., 5 P.M., and 11 P.M.). When the storm intensifies to a tropical storm, it is given a name.
- b. When a hurricane or tropical storm approaches land, advisory information focuses on coastal inland effects.
 - * A Hurricane Watch is issued within 36 hours, when a storm threatens coastal areas. This Watch covers specific areas and times that hurricane conditions are a possibility.
 - *A Hurricane Warning means the probability of winds of at least 74 MPH, high water, and storm tides, expected within 24 hours. The Warning identifies coastal areas where these conditions are expected
- c. When a storm is about 300 miles from landfall, Intermediate Advisories are issued every three hours. As the threat increases the advisories are issued every two hours. When land based radar has a reliable center on the storm, advisories are issued each hour.
- d. When a hurricane threatens the Tampa Bay Region, the NWS-Ruskin will add local statements to each NHC advisory. Local statements recommend precautionary actions/completion times and existing conditions/ projected storm tides.
- e. All Public Advisory information will be provided through the media (TV/Radio) by the NHC and local government.

3. TROPICAL WEATHER DISCUSSION: Tropical Weather Discussion, furnished by the NHC, assist governments in preparation and evacuation decision-making. This information is received on the National Warning System (NAWAS) and NWS-Weather Wire by the County Warning Point and/or the County Emergency Management.

4. USE OF WARNING INFORMATION TO ESTABLISH RESPONSE LEVELS: To coordinate County/municipal government and county disaster organizations, warning/restricted information is used to establish the following:

HURRICANE RESPONSE LEVEL 5 - Hurricane Season (June 1 - November 30)

HURRICANE RESPONSE LEVEL 4 - Alert - Hurricane Advisory or restricted information indicating potential threat.

HURRICANE RESPONSE LEVEL 3 - Hurricane Watch or approximately 36 to 48 hours to forecasted landfall.

HURRICANE RESPONSE LEVEL 2 - Hurricane Warning or approximately 24 hours to forecasted landfall.

HURRICANE RESPONSE LEVEL 1 - 12 hours or less to projected landfall.

LANDFALL

RECOVERY - Threat removed or Damage Assessment and Recovery

The Director of Emergency Management establishes Response Levels based on information from the NHC APPENDIX 111-2. Upon activation of the County EOC, response levels are set by the Emergency Management Executive/Policy Group.

5. DISSEMINATION OF WARNING INFORMATION: The Department of Civil Emergency Services will disseminate hazard data to assist in decision-making by local officials and disaster organizations as follows:

a. Disaster Advisory Committee. the Department of Civil Emergency Services will provide the Disaster Advisory Committee all information received from the NHC and

State authorities. This information will determine the need for evacuation and the Evacuation Order recommendation to the Board of County Commissioners.

b. Local Emergency Management Coordinators, Key Officials, Fire Districts, Disaster Organization and Medical Facilities. Restricted information will be provided to local Emergency Management coordinators, disaster organizations and medical facilities. Additionally, the Department of Civil Emergency Services, or, when activated, the Pinellas County EOC will issue NAWAS advisories over the Pinellas County Plectron Warning System and the Emergency Fax Distribution

Network.

c. General Public. The State Division of Emergency Management has arranged for all Public Radio Stations to serve as sources of official information during emergencies. For our area, 89.7 and 90.1 are the two FM frequencies

Local Governments, the Sheriff's Office and Fire Districts will disseminate the order to evacuate by mobile sirens, public address systems, and individual contact in vulnerable zones.

Local cable companies (listed below) have provided the County Public Service and Information office with override capability to dissemination of an evacuation order to cable viewers. Additionally, "The Weather Channel", will air emergency information for the State of Florida. The State Division of Emergency Management is the designated coordinator for the transmittal of such information.

Cable Company	Override Capability	Weather Channel
Bright House Networks	Yes	Yes
Knology	Yes	Yes
Verizon	Yes	Yes

PINELLAS COUNTY EVACUATION CENTERS & SHELTERS

NORTH PINELLAS

SHELTER / FACILITY	ADDRESS	CITY
● High Point Elementary School	5921 - 150 th Avenue N.	Clearwater
● Kennedy Middle School	1660 Palmetto Street	Clearwater
● McMullen-Booth Elementary School	3025 Union Street	Clearwater
● Oak Grove Middle School*	1370 S. Belcher Road	Clearwater
● Ross Norton Recreation Center	1426 S. Martin Luther King, Jr. Ave	Clearwater
● Dunedin Community Center	1920 Pinehurst Road	Dunedin
● Dunedin Elementary School*	900 Union Street N.	Dunedin
● Dunedin Highland Middle School	70 Patricia Avenue	Dunedin
● Largo High School	410 S. Missouri Avenue	Largo
● Pinellas Park High School	6305 - 118 th Avenue N.	Largo
● Carwise Middle School	3301 Bentley Drive	Palm Harbor
● Palm Harbor Middle School	1800 Tampa Road	Palm Harbor
● Palm Harbor University High School	1900 Omaha Street	Palm Harbor
● Safety Harbor Middle School	901 - 1 st Avenue N.	Safety Harbor
● Brooker Creek Elementary School	3130 Forelock Road	Tarpon Springs
● East Lake High School	1300 Silver Eagle Drive	Tarpon Springs
● Tarpon Springs Middle School	501 N. Florida Avenue	Tarpon Springs

* Facility is pet friendly

PINELLAS COUNTY EVACUATION CENTERS & SHELTERS - CONTINUED

SOUTH PINELLAS

SHELTER / FACILITY	ADDRESS	CITY
● Gulfport Elementary School	2014 - 52 nd Street S.	Gulfport
● Bauder Elementary School	12755 - 86 th Avenue N.	Seminole
● Campbell Park Elementary	1051 - 7 th Avenue	St. Petersburg
● Fairmount Park Elementary School	575 - 41 st Street S.	St. Petersburg
● Gibbs High School	850 - 34 th Street S.	St. Petersburg
● Jamerson Elementary School	1200 - 37 th Street S.	St. Petersburg
● John Hopkins Middle School	701 - 16 th Street S.	St. Petersburg
● John Sexton Elementary School	1997 - 54 th Avenue N.	St. Petersburg
● Lealman Intermediate School	4900 - 28 th Avenue N.	St. Petersburg
● Northside Baptist Church	6000 - 38 th Avenue N.	St. Petersburg
● St. Petersburg High School	2501 - 5 th Avenue N.	St. Petersburg
● Sanderlin Elementary School	2350 - 22 nd Avenue S.	St. Petersburg
● Thurgood Marshall Middle School*	3901 - 22 nd Avenue S.	St. Petersburg

* Facility is pet friendly

SPECIAL NEEDS SHELTERS

NORTH PINELLAS

- | | | |
|----------------------------------|----------------------|------------|
| ● Oak Grove Middle School | 1370 S. Belcher Road | Clearwater |
| ● Dunedin Highland Middle School | 70 Patricia Avenue | Dunedin |

SOUTH PINELLAS

- | | | |
|------------------------------|----------------------------------|----------------|
| ● John Hopkins Middle School | 701 - 16 th Street S. | St. Petersburg |
|------------------------------|----------------------------------|----------------|

To pre-register for a special needs shelter, please fill out the form found in the Pinellas County “Special Needs / Evacuation Assistance Form, located on the internet. Form fields are fillable as well as medical info for shelterees and Special Needs FAQ.

SHELTER INFO:

Shelter openings vary with each emergency. Do not go to a shelter until officials announce that it has been opened. For information on shelters, contact the Citizens Information Center at 464-3800 (TDD 464-4431) or during an emergency activation call 464-4333.

What to take to an evacuation shelter

- | | | |
|--------------------------------------|-------------------------|---------------------------------|
| - Medications | -Important papers | - Personal hygiene items |
| - Pillow, blanket, air mattress, cot | (Insurance papers, etc) | - Snacks |
| - Special dietary needs | -Cash | - Quiet games, reading material |
| | -Identification | - Lightweight folding chairs |
| | -Clothing | - Bottled water |

DO NOT BRING

Pets, Firearms, Alcohol or Tobacco

INTERNAL DISTRIBUTION OF EMERGENCY PLAN

The following staff, departments and contractors of the St. Petersburg/Clearwater Area Convention & Visitors Bureau and/or departments of Pinellas County Government should possess all, or part of the Emergency Communications Plan: To make sure your plan is current, please contact David Downing at 727-464-7200.

Entity	Location	Contact (name/phone)
1. All CVB Staff Members	_____	_____
2. All TDC Board Members	_____	_____
3. All Board of County Commissioners	_____	_____
4. Robert LaSala, County Administrator	_____	_____
5. Liz Warren, Assistant County Administrator	_____	_____
6. Mark Woodard, Chief Assistant County Administrator	_____	_____
7. Sally Bishop, County Emergency Management Director	_____	_____
8. Tim Closterman, County Communications Director	_____	_____
9. CVB UK Office	_____	_____
10. CVB Central European Office	_____	_____
11. Klages and Associates, Walter Klages	_____	_____
12. BVK	_____	_____
13. Phase V	_____	_____
14. Miles Media	_____	_____
15. Simpleview	_____	_____

EXTERNAL DISTRIBUTION OF EMERGENCY COMMUNICATIONS PLAN

The St. Petersburg/Clearwater Area Convention & Visitors Bureau will maintain all, or part of its Emergency Communications Plan on file with the following individuals or organizations: Keeping these plans current is the responsibility of David Downing at 464-7200.

Organization & Contact	Telephone
1. Greater Clearwater Chamber of Commerce – Gerri Raymond	461-0011
2. City of Clearwater - William Horne	562-4040
3. Tampa Bay Beaches Chamber of Commerce - Robin Grabowski	360-6957
4. St. Pete Beach Fire Department - Fred Golliner (Fire Chief)	363-9207
5. City of St. Petersburg - Beth Herendeen	893-7466
6. _____	
7. _____	
8. _____	
9. _____	
10. _____	
11. _____	
12. _____	
13. _____	
14. _____	
15. _____	
16. _____	
17. _____	
18. _____	