THE PREPAREDNESS MOVEMENT
COMMUNICATIONS STRATEGY

City and County of San Francisco
Department of Emergency Management

September 2009

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INTRODUCTION

PROJECT BACKGROUND

THE MAYOR’S OFFICE of the City and County of San Francisco (CCSF) has publicly announced its commitment to cultivate a city-wide community disaster preparedness ethos. The initiative, oftentimes referred to as Culture of Preparedness, requires strategic communications planning augmented with social marketing and behavioral change methodologies to be successful.

The San Francisco Department of Emergency Management (to be referred to as DEM throughout this document) is responsible for overseeing this initiative and has followed the tenets of strategic communications to support a Culture of Preparedness through a focused, holistic and comprehensive communications strategy. Since the initial decision to use strategic communications to promote societal adoption of preparedness behavior in San Francisco, DEM has characterized this effort as a social movement, meaning an effort that has a beginning but no end (unlike campaigns that have a definitive ending). This standpoint serves as the basis for this strategy’s title: the DEM Preparedness Movement Communications Strategy (also referred to as the Strategy within this document).

DOCUMENT PURPOSE

- To provide a clear vision of DEM’s desired end state of preparedness in San Francisco (what defines success; what does this look like?)
- To define strategic messages, identify target audiences and determine effective outreach approaches that support the desired end state/vision
- To determine strategically sound communication and outreach tactics that will cultivate a sustained awareness, understanding, engagement and buy-in of preparedness activities in San Francisco

Ethos: the fundamental character or spirit of a culture; the underlying sentiment that informs the beliefs, customs, or practices of a group or society
WHY DEVELOP A COMMUNICATIONS STRATEGY?

A COMMUNICATIONS STRATEGY serves as a recommended framework and action plan for an organization’s communications and outreach efforts. Although no one communications strategy is the same, there are similar components that comprise a communications strategy and all strategies share a common mission: to serve as the roadmap for an organization to meet its programmatic/business goals and objectives.

When embarking in any sort of outreach or awareness initiative, there are specific questions that should be answered before developing the strategy. Figure 1.0: How to Approach Developing a Communications Strategy outlines the main questions an organization should answer when developing a communications strategy. The DEM Preparedness Movement Communications Strategy has the answers to these questions woven throughout the document, as they served as the launching point for the Strategy’s emerging development activities.

FIGURE 1.0 How to Approach Developing a Communications Strategy

<table>
<thead>
<tr>
<th>WHY?</th>
<th>WHAT?</th>
<th>WHO?</th>
<th>HOW?</th>
<th>WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why are you engaging in communications?</td>
<td>What are you trying to say?</td>
<td>Which individuals or groups are you trying to reach to meet your goals?</td>
<td>How are you going to reach these individuals or groups?</td>
<td>When are you going to engage in communications with these individuals or groups?</td>
</tr>
<tr>
<td>What are you trying to accomplish?</td>
<td>What are your main points and themes?</td>
<td></td>
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</tbody>
</table>

END RESULT: GOALS MET; OBJECTIVES REALIZED
ABOUT THE PREPAREDNESS MOVEMENT STRATEGY

SINCE THE EVENTS of Hurricane Katrina, the phrase “Culture of Preparedness” has been used frequently at all levels of federal, state and local governments. It is the “buzz” term many who are charged with promoting preparedness use, but often times it is not fully understood how an agency or department really goes about creating a “culture of preparedness.” In analyzing the success of several social movements, in particular the green movement, several key elements rose to the surface and now serve as a strong basis upon which this Strategy is framed, including:

- Consistent visual cues in neighborhoods/communities (e.g., recycling bins on street corners)
- Environmentalism messages reframed to align with positive images (e.g., linking recycling with a second chance at life; doing your part to leave a better world for next generations; etc.)
- Green behavior tips/techniques shared among trusted networks (e.g., through neighbors, friends, family, children)

The green movement is now a part of our daily lives—our ethos. Inspired by the success of the green movement (among others, including safe sex movements and anti-smoking movements), DEM intends to leverage the successful practices of said social movements to increase the effectiveness of its own communication and outreach practices. To make preparedness a consistent, natural part of our everyday lives is the desired end state of preparedness and serves as the charge for developing the DEM Preparedness Movement Communications Strategy.

SPARKING A SOCIAL MOVEMENT (PREPAREDNESS MOVEMENT) THROUGH STRATEGIC COMMUNICATIONS

The government has generally created traditional outreach campaigns for social marketing efforts. DEM, however, is following a long-term strategy that does not embody the standard approaches of campaign design and implementation, but rather the tenets of strategic communications to promote a viral social movement that will sustain itself over the long haul. [Note: DEM intends to support this preparedness movement by building upon its successful traditional outreach practices and continuing to cultivate its partnerships with the non-government organizations (NGOs) and community-based organizations (CBOs) that have already covered much ground to promote preparedness through their own networks.]

“...The government will always favor short-term public order over long-term solutions to problems.”
Anonymous
SOCIAL MOVEMENTS SUPPORTED BY EVOLVING SOCIAL COMMUNICATION TECHNOLOGIES

There is an explosion of new tools available to support a social movement, thanks to the Internet and of particular note, the social phenomenon of social media [see Figure 2.0: Social Media Technologies]. Supported by these innovative and newly emerging technologies, there are literally thousands of ways to coordinate and connect groups of people. The new technological tools of social media make it easier than ever to facilitate a social movement and unlike the green movement, which took several decades to become a part of our society’s mainstream ethos, today’s social movements begin faster and last longer. Therefore, the DEM Preparedness Movement Communications Strategy weaves the use of social media into its overall framework (the preparedness movement can be eminent!). In addition to direct communication by government with target audiences through social media, this Strategy carefully balances the triggers of its target audiences, specifically those who may have a cultural distrust of the government. For such audiences, an “unbranded” social networking approach, which may include social media technology, is being crafted [see Section VII: Communication Approaches for definition of an “unbranded” social media approach].

FIGURE 2.0 | Social Media Technologies

Social Media is…

- facebook
- YouTube
- Ning
- flickr
- Twitter
- myspace.com
- Wikipedia
THE PREPAREDNESS MOVEMENT VISION:

THAT ALL SAN FRANCISCANS engage in consistent, effective preparedness behavior and share their preparedness habits (either verbally or through demonstration) with people in their social networks; and that as a result of sharing preparedness information, San Franciscans are highly capable to survive and recover from natural or man-made hazards.

DEM’S PREPAREDNESS MISSION

To support a preparedness movement by providing necessary resources until such a sustained movement exists.

PREPAREDNESS MOVEMENT COMMUNICATIONS STRATEGY GOALS AND OBJECTIVES

The Strategy’s goals and objectives are to:

• Build upon the successful preparedness foundation built by CCSF Government, NGO and CBO communities
• Provide an “umbrella” approach in identifying and harnessing innovation in public outreach in San Francisco
• Use strategic communications and social marketing to promote a self sustaining social movement (beyond any one campaign) for preparedness in San Francisco that is ingrained within the City’s culture and identity
• Craft a communications strategy that employs social, scientifically proven approaches in delivering preparedness messages, which are:
  ■ Through multiple sources
  ■ Through multiple communication channels
  ■ Through trusted networks
  ■ Through consistency (saying the same thing)
  ■ Through cues (seeing others engaging in preparedness; visual reminders of preparedness)
  ■ Through “over the long haul” message delivery
  ■ By tailoring messages to target audiences
  ■ By target audiences sharing and talking about their personal preparedness with their social/communal networks

It’s about the work of many people, all connected, all seeking something better.”

Tribes
TYPICALLY, PREPAREDNESS OUTREACH starts with creating initial awareness and transitions directly to action. However, as depicted in Figure 3.0: Cultivating Sustainable Behavior, in order for behavior change to sustain, it is necessary to deliver information in multiple stages. Only after the stages of awareness and understanding can education/instruction be introduced and adopted (the “I’ll Do It” stage). Jumping from the initial awareness side of the spectrum directly to action/buy-in side of the spectrum does not support sustainable behavior change (or a “culture” shift) and can result in an overwhelmed/lost audience.

Through the Bay Area Community Preparedness Assessment project, an in-depth analysis of local, state, national and international preparedness programs, it has been observed that many programs approach preparedness directly from the “buy-in” stage of behavioral change (without first addressing the awareness, understanding and engagement phases) and tend to use a governmental, directive and/or instructional messages. For example, the Ready America campaign uses the tag line: “Get a plan, Make a Kit, Be informed” which are instructions. In addition, the following representative sampling of current disaster preparedness outreach campaigns predominately exhibit the term “Ready,” which also is an instructional message:

- Ready America (Ready.gov), Department of Homeland Security
- Are YOU Ready?, Nebraska Emergency Management Agency
- Be Ready DC
- New York City, Ready New York: Get Prepared
- Ready Together New Jersey
- FEMA: Are You Ready? An In-Depth Guide to Citizen Preparedness

Based on the analysis of this current trend in preparedness outreach, this Strategy will reframe preparedness messages from an inspirational/conceptual standpoint that are designed to prime target audiences to proactively seek preparedness resources [see Section V: Strategic Messages: Core, Key, Conceptual and Instructional].

IV

FIGURE 3.0
Cultivating Sustainable Behavior

<p>| Awareness | “I see it!” |</p>
<table>
<thead>
<tr>
<th>Action</th>
<th>“I’ll do it!”</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Change is abrupt and not properly communicated</td>
<td></td>
</tr>
<tr>
<td>• The individual has neither context or buy-in</td>
<td></td>
</tr>
<tr>
<td>Awareness</td>
<td>“I see it!”</td>
</tr>
<tr>
<td>Understanding</td>
<td>“I get it!”</td>
</tr>
<tr>
<td>Engagement</td>
<td>“I support it!”</td>
</tr>
<tr>
<td>Action</td>
<td>“I’ll do it!”</td>
</tr>
<tr>
<td>• Change occurs with context and makes sense</td>
<td></td>
</tr>
</tbody>
</table>

1 Go to SFDEM.org to access complete reports
BASIS FOR STRATEGIC DIRECTION

TAking “Disaster” Out of Preparedness

Social Scientific Research and social marketing/behavioral change communication methodologies support the approach that preparedness should be presented in a manner that inspires behavioral modification and ultimate buy-in to a culture of preparedness. The research and in-depth analysis that led DEM to this decision point is based on years of human behavioral studies regarding drivers to prepare.

Analysis of Current Social Trends

In early 2009, DEM began assessing and analyzing cultural, social and political drivers that appeared to be influencing trends within San Francisco. Of highest relevance were the 2008 Presidential Election, Proposition 8, and environmental volunteerism (as evidenced through the influx of volunteers to respond to the environmental impacts of the 2007 Oil Spill). The trends indicated a reinvigorated call for volunteerism, environmentalism and social activism. Based on this analysis, the Strategy links preparedness to an act of altruism and contributing to one’s social fabric. Key points leveraged within the Strategy include equating preparedness to:

- Volunteerism (based on analysis of Homeless Connect; 2007 Oil Spill convergent volunteers; Environmental/Greening efforts)
- “Hope and Change” themes of the Obama Presidential Campaign and the new Administration
- Altruism/activism (preparing yourself is an act of standing up for those who can’t do so themselves)

Aligning preparedness with social trends and the cultural values of San Francisco reframes and supports preparedness by giving the San Francisco community a rallying point around which to prepare.

Additional DEM Preparedness Movement Communications Strategy Research & Analysis Findings Used to Inform Strategic Direction

- Bay Area UASI Community Preparedness Assessment project findings
- In-depth interviews with innovative outreach leaders in San Francisco
- In-depth interviews with preparedness experts
VI STRATEGIC MESSAGES: CORE, KEY, CONCEPTUAL AND INSTRUCTIONAL

CORE MESSAGE

THE CORE MESSAGE is the one central point stakeholders and target audiences need to understand about a program and serves as the consistent, underlying theme of the communications initiative. All key messages and communications products are derived from the core message.

PREPAREDNESS MOVEMENT COMMUNICATIONS STRATEGY CORE MESSAGE FOUNDATION THEMES

The Strategy’s overarching, core message is that preparedness is one more element of overall well-being. It is a continuation of the sense of peace that comes from knowing you are taking care of yourself and about those whom you care. When someone is prepared, he/she is knowledgeable, connected, aware and possesses strength. In San Francisco, preparedness is a cultural value because San Franciscans love their city—and the quality of life it offers. Coupled with the acceptance of preparedness as a cultural value is the act of sharing what we treasure and value about San Francisco, and how we protect it. By sharing how we prepare with our cultural/social networks (either through verbal or visual cues), a social movement (or preparedness movement) can begin and sustain. Viral sharing is one of the paramount objectives of this Strategy.

EXAMPLE OF PREPAREDNESS MOVEMENT COMMUNICATIONS STRATEGY CORE MESSAGE

The following is an example use of the core message [Note: this is the Facebook Group “Prep SF because it Rocks” description]:

WE SAN FRANCISCANS have a lot to be proud of: our progressive culture, our free spirit, our world. We are resourceful, respectful, and socially responsible. We take care of each other, and ourselves; we are a community prepared for any challenge—including emergencies and disasters. We believe preparedness is a state of well-being... protecting everything and everyone we love. Share with your fellow San Franciscans how you prep your world.

KEY MESSAGES

Key messages are tailored to specific target audiences to promote enhanced understanding and buy-in of the underlying core message. A communications strategy that addresses multiple key stakeholders and target audiences with vastly different information needs can have many key messages.

PREPAREDNESS MOVEMENT COMMUNICATIONS STRATEGY KEY MESSAGE GUIDANCE THEMES

Key message guidance themes are derivatives of the core message that are tailored to specific target audiences. These guidance themes are used to create variations of the core message: the key messages. Key messages are pivotal to the success of the core message resonating because the key message takes into account what matters to the targeted audience. This is especially important when engaging multi-cultural
demographics. [Note: Key message themes guide the crafting of key messages.]

EXAMPLES OF DEM PREPAREDNESS MOVEMENT COMMUNICATIONS STRATEGY KEY MESSAGES

There can be many iterations and styles of key messages, but the constant is the fundamental theme of the core message, and the guidance of the key message themes [see Section VI: Target Audiences for examples of how the key message themes are used to craft key messages tailored to specific target audiences].

The following are key messages derived from the core message and are crafted to align with the key message guidance themes:

• Preparedness is a continuation of the peace of mind that comes from knowing you are taking care of yourself and those about whom you care
• Preparedness helps to enhance your physical well-being (and comfort) post event
• When one is prepared, one is connected, empowered and possesses knowledge
• San Francisco prepares as a cultural value because San Franciscans love San Francisco—and the quality of life it offers
• Along with preparing as a cultural value is the act of sharing what we treasure and value about San Francisco, and how we protect it
• We all have something we value in our worlds and we have some ability to prepare. (Note: this statement intends to support the preparedness methods that do not require much (if any) time energy or resources.)

HOW THE CONCEPTUAL MESSAGE SUPPORTS THE CORE MESSAGE

The conceptual message sets the stage for the Strategy’s core and key messages. Linking preparedness to the cultural values of San Franciscans is the conceptual message (preparedness is a cultural value of San Franciscans; we value living here and we value our well-being (and the well-being of those we love), which is why we prep our “world(s)”).

[NOTE: This conceptual message also supports one major objective of the Strategy in that it underscores the importance of sharing how “we” prepare with our cultural/social networks (either through verbal or visual cues). Viral sharing is one of the paramount goals of this communications strategy.]

HOW THE CONCEPTUAL MESSAGE SUPPORTS THE INSTRUCTIONAL MESSAGE

• The conceptual message is designed to provide context with subtle, subliminal cues
• The conceptual message is designed to inspire audiences to seek out the instructional message
• The conceptual message links the values of the audience with the objectives of preparedness
• Once the conceptual message is heard and acknowledged, the audience is ready to hear the instructional message
• Good news! instructional preparedness resources already exist
• Conceptual message primes target audience to engage in and demonstrate preparedness behavior

Key Messages Guidance Themes

• Key Theme: Responsibility. Linking preparedness to call to service/civic duty/altruism and taking care of oneself.
• Key Theme: Confidence/Empowerment. Preparedness equates to knowledge; you can rely on your intellectual capital in many situations (from small scale emergencies to disasters).
• Key Theme: Resourcefulness. Taking control of what you can control (do what you can with what you have).

Conceptual vs. Instructional Messages

• A conceptual/strategic message is the underlying theme that inspires target audiences to seek out technical/instruction information and resources.
• The instructional/directive message is the message that directs target audiences to specific actions (e.g., drop, cover and hold during an earthquake).
TARGET AUDIENCES

AS DEPICTED IN FIGURE 6.0 Innovation Adoption Curve, every behavior change effort is blessed with a few early adopters, and challenged with resisters who will never fully adopt the change in question. The opportunity is to tap into the early adopters and to convert those in the middle ground who have some questions but are still open to fully understand, support and adopt the change. This requires both an understanding of what the resistance is and where it is found, together with a proactive approach to engaging people in dialogue about preparedness that is introduced by the conceptual, core and key messages.

The San Francisco Preparedness Movement Communications Strategy will target specific groups/demographics in a series of stages (or tiers). The first stage/tier of targeted audiences is as follows:
- Visionaries/early adopters
- Social influencers/change agents
- Preparedness ‘champions’/’evangelists’

These audiences have a strong capability to both adopt and indoctrinate an ethos of preparedness into their lives, and (of equal importance) are likely to promote preparedness within their social networks/fabric and in turn become “ambassadors” of preparedness by talking about preparedness and demonstrating preparedness behavior. As social scientific research corroborates, these visual cues are the most effective mechanisms to promote awareness, understanding, engagement and action.

The DEM Preparedness Movement Communications Strategy will focus on Tier One audiences and determine during the first Strategy Maintenance review (in approximately six months after final approval of the Strategy) the Tier Two target audience demographics.
### Target Audiences: VI SI O NA R I ES / E A R LY A DOP T E R S

<table>
<thead>
<tr>
<th>Targeted Demographics</th>
<th>Possible “Conduits”/Pre-existing Entities to Reach Target Demographics</th>
<th>GUIDANCE THEME for KEY MESSAGE: RESPONSIBILITY (Example Key Messages Tailored to Targeted Demographic)</th>
<th>GUIDANCE THEME for KEY MESSAGE: CONFIDENCE/EMPOWERMENT (Example Key Messages Tailored to Targeted Demographic)</th>
<th>GUIDANCE THEME for KEY MESSAGE: RESOURCEFULNESS (Example Key Messages Tailored to Targeted Demographic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers</td>
<td>Volunteer networking organizations including, but not limited to: • Volunteer Center • Homeless Connect • One Brick • Volunteer Match • Catholic Charities</td>
<td>You volunteer because you are a contributing and responsible member of your social framework and when you are prepared for an emergency or disaster, you are able to help those who may not have the means to prepare.</td>
<td>You volunteer because you are able to do so and helping those who may need assistance feels good. Preparedness is one more element of feeling good about helping your community.</td>
<td>You have a lot of offer to your community and you want to share your talents/resourcefulness with those who may need some extra help in life. Preparing for an emergency enhances your resourcefulness so you may continue to help those who may need your resourcefulness to recover from an emergency or disaster.</td>
</tr>
<tr>
<td>Youth</td>
<td>• San Francisco Unified School District • San Francisco Department of Catholic Schools (and all SF private schools) • Youth Organization (to include, but not limited to, Boys and Girls Club of America, Scouts, faith-based youth groups, etc.) • San Francisco colleges and universities (SF State; AAU; SF City College; Golden Gate University)</td>
<td>You are responsible and good at taking care of yourself, being able to handle an emergency or disaster is as important as doing your homework and can be a lot easier!</td>
<td>You can be a very important part of being prepared for an emergency. By learning about how to be prepared and taking the steps to do so, you can be a hero by sharing what you know with your friends and family.</td>
<td>You know a lot! You are smart and capable so add preparedness to your list of talents and resourcefulness!</td>
</tr>
<tr>
<td>Household Managers (Parents/Guardians, Homeowners, “Head” Roommates)</td>
<td>• Parent-teacher associations • Homeowners associations • Landlords/leasing agencies</td>
<td>You are a leader in your household and you are looked to for guidance; preparedness is one more element of being a responsible and good mother/father/spouse/partner/roommate.</td>
<td>You are a confident and empowered leader in your household. By adding preparedness to your list of priorities, you can enjoy the peace of mind knowing you can help your family/spouse/partner/roommate be better able to handle an emergency or disaster.</td>
<td>You know how to be resourceful to help your household (e.g., insert messages about the economy); by thinking about preparedness the same way you stock up on groceries, you can be resourceful and capable to handle an emergency or disaster.</td>
</tr>
<tr>
<td>Community Activists/Advocates (Neighborhood Watch, Neighborhood Leaders)</td>
<td>• SF Safe • Neighborhood Empowerment Network (NEN) • Mayor’s Office of Neighborhood Services</td>
<td>You care about your community and “step up to the plate” when others may not; you are willing to take responsibility for the well-being of your community and are a leader. By being prepared, you will be far better able to help your community handle an emergency or disaster (and they may be looking to you for help regardless!).</td>
<td>You are a visionary and a leader in your community. By being prepared for an emergency or disaster, you also are empowered to be a leader during an emergency or disaster.</td>
<td>You are resourceful and know how to enhance the quality of life in your community (often times with few or no resources). Convert that resourceful thinking into how to be prepared for an emergency or disaster.</td>
</tr>
<tr>
<td>Social/Political Activists</td>
<td>• Environmental groups • Convergent volunteers for oil spill environmental/humanitarian clean-up efforts • Political action groups (volunteers for 2008 presidential election campaign • “Vote No on Prop 8” volunteers</td>
<td>You take your role in society seriously—and all that you can do to make a difference and improve quality of life. You stand up for what you believe in. Preparedness is one more element of “doing the right thing”—so you can take care of yourself and therefore others in the event of an emergency or disaster. Share the word about the importance of preparedness for all of us!</td>
<td>You fight for what you believe in—and you are confident in the decisions you make and the causes you follow. Add preparedness to what you promote and feel good/confident/empowered that you have taken extremely important steps to safeguard yourself and your community. Share what you have done to be prepared and urge others to take the same steps.</td>
<td>You don’t let obstacles stand in the way of what you believe—and how to support what’s important to you. Be resourceful about preparedness and don’t let apathy get in the way of protecting yourself and your community.</td>
</tr>
</tbody>
</table>
### VII Target Audiences con’t.

<table>
<thead>
<tr>
<th>Target Demographics</th>
<th>Possible “Conduits”/Pre-existing Entities to Reach Target Demographics</th>
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</tr>
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</table>
| **CCSF Departments Providing Social Services to SF Residents** | DPH leadership  
GSA leadership  
HHS leadership  
DPW leadership  
Mayor’s Office on Disability | You are a leader in the City and County of San Francisco; you make policy decisions that have direct impact on people's lives in San Francisco. You have been placed in a role of great responsibility—add preparedness to how you take care of your constituents. | In the event of a disaster, feel good knowing you have helped your constituents to be more knowledgeable and capable to handle a disaster. | You and your team are very busy, but sharing information about preparedness doesn’t have to add to your workload; just talk about preparedness and share examples of what preparedness includes (e.g., having some extra water or a manual can opener). |
| **Community Leaders** | Women’s League of Voters  
San Francisco Board of Supervisors and other elected officials  
The San Francisco Foundation  
Merchant associations  
Retail associations  
Business owners  
Business Recovery Managers Association (BRMA)  
Building Owners and Managers Association of San Francisco (BOMA) | You are a leader in your community and have a responsibility to help those who have put you in this position of leadership to be able to handle an emergency or disaster. Promote preparedness to your community by being prepared yourself and share what you have done with your constituents. | By helping your community to be prepared by talking about it—and sharing the steps you have taken to be prepared—you can feel confident you are doing a good job to help those you are serving. | In supporting your community you are expected to be resourceful (especially during times of economic difficulty). Preparedness doesn’t have to be costly (both in terms of money and time). Talk about the simple and oftentimes inexpensive ways to be prepared and therefore resourceful during an emergency or disaster. |
| **Religious Leaders** | Archdiocese of San Francisco  
Interfaith Council  
Jewish Community Federation, San Francisco  
United Muslims of America, San Francisco | You have a moral responsibility to lead, guide and take care of your “congregations” but most importantly, you want to do what you can to protect your community. By promoting preparedness in your messages, sharing what you have done to be prepared and helping your community to be prepared, you are doing what you should as the leader of your religious community. | Feel confident you have taken the steps to help your community be better able to handle an emergency or disaster by continuously reminding and demonstrating how to be prepared. You will feel empowered as a leader that you are empowering your community to be prepared. | Preparedness does not have to be expensive or difficult. You are resourceful as a leader, and thinking about preparedness in terms of resourcefulness will help to sustain a culture of preparedness in your parish/congregation/community. |
| **Educators** | United Educators of San Francisco  
Teacher’s Union  
Teachers associations (public and private school teachers) | You are responsible for educating our community and preparedness is one of the most important things you can teach—because it can save lives! | Preparedness can be a very rewarding subject to share; when you know you have reached a point with your students that they understand how to prepare—and the importance of sustaining that behavior, you can feel confident and empowered you have made a very positive influence on your students (and yourself). | Teaching about preparedness doesn’t have to be a complex endeavor. Resourcefulness is one of the most important parts of preparedness and teaching this concept is key to developing problem-solving skills that could result in saved lives. |
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</tr>
</thead>
</table>
| **Preparedness**    | • SPUR  
| Partners (CBOs/NGOs) | • SF CARD  
|                     | • United Way  
|                     | • Salvation Army  
|                     | • American Red Cross, Bay Area Chapter  
|                     | • SF Citizen Corps  
|                     | • Fritz Institute, Disaster Resilient Organizations  | You already know the importance of preparedness and have taken preparedness as an element of your organization’s mission. Continue to promote preparedness but first inspire your constituents to seek out the information you are promoting. | You promote confidence and empowerment as a positive result of being prepared. Continue to inspire and share what you have done to prepare personally. | Share preparedness information in terms of resourcefulness and knowledge base. Communicate that preparedness doesn’t have to cost money or take a lot of training—using your head and the means around you could make a huge difference in being better able to handle an emergency or disaster. |
| **Preparedness**    | • NERT  | You have taken responsibility for yourself and your neighborhood by becoming prepared (and a NERT member). Share what you have done and demonstrate the steps of preparedness within your community. | You feel confident and empowered by becoming NERT certified; inspire others to become prepared (or even become a NERT member) by sharing the positive feelings of preparedness. | You know a lot about preparedness—and the kinds of preparedness techniques that reside in the realm of resourcefulness (e.g., knowledge and problem-solving skills such as knowing how to purify water or how to turn off a gas line). Talk about the simple/resourceful side of preparedness. |
| **First Responders** | • SF Fire  
| and Public Safety Community | • SF Police Department  
|                     | • SF EMS  | You are no stranger to preparedness and the responsibility you have taken in your profession to protect life and property. Talk about the responsibility you have taken personally to prepare and share with others. | You have advanced knowledge of preparedness and response. Share that confidence with others and empower those with whom you engage with inspiring preparedness messages (and share how you personally are prepared). We don’t want to be victims in the face of a disaster—help those around you to be confident (and not a victim). | Share simple tips and ideas to help others be resourceful during a disaster. Share knowledge and problem-solving skills so others can be resourceful (like you are!). |
THE DEM PREPAREDNESS STRATEGY will use the following broad approaches in its communications:

- **Social Media Approach** (San Francisco DEM Facebook and Prep SF because It Rocks Facebook page)
- **Branded Approach** (messages delivered by government)
- **Un-branded/Underground Approach** (messages delivered by unknown/unrecognized social networks)
- **Teachable Moments Approach** (injecting messages immediately following an event to drive home core and key messages to target audiences)
- **Story-telling/Visual Cues Approach** ("Prep Your World" video montages; "Where were you in 1989?" video montages)
- **Grassroots Approach**
- **Strategic Partnerships Approach**
- **Influential Messengers Approach** (celebrity spokespersons, trusted community leaders)
- **Self-organizing Community Engagement Approach**
- **Proactive Community Engagement Approach**
- **Leveraging Annual Preparedness Events Approach** (The Big Rumble, Shake-Out, National Preparedness Month, California EQ Preparedness Month, Earthquake Commemorative Anniversaries)

HIGHLIGHTED APPROACHES: SOCIAL MEDIA, STORY-TELLING/VISUAL CUES, AND TEACHABLE MOMENTS

DEM is initiating three main approaches at this juncture in the Strategy’s implementation. These approaches are particularly effective at this stage in the Strategy development because they can be implemented with ease and at minimal cost. They also are effective at testing the preliminary resonance of the Strategy’s core and key messages.

**SOCIAL MEDIA APPROACH** *(San Francisco DEM Facebook and Prep SF because It Rocks Facebook page)*

- Social media uses technology to share experiences and stories around a thing/idea to build a collective understanding of what that thing/idea is and what meaning it has in the world. An agency or department can go beyond the “usual suspects” and reach a broader audience to have a discussion about preparedness. Agencies and departments can harness the creative powers of stakeholders and target audiences to directly inform and enrich communications.

**BRANDED APPROACH** *(government recognized message deliverer)*

- DEM on Facebook
- DEM on Twitter
- DEM-branded preparedness outreach campaign *(which could include traditional campaign development approaches and branding such as advertisements and electronic and print collateral)*

Social Media Best Practices

- Monitor and contribute to the conversations
- Share useful information
- Be conversational
- Build a community or find communities that care about the same things you do
- Ask questions to get feedback
- Engage your audience with collaborative suggestions
- Spread the word about your social media involvement
VIII Communication Approaches con’t.

- **UN-BRANDED APPROACH** (underground/viral message deliverer)
  - Prep SF because it Rocks! Facebook group is the unofficial Facebook group of DEM to support the preparedness movement. As evidenced through the green movement, this social movement took hold because people were observing others in their social networks engage in behavior that benefited the environment (and not by the government issuing directional messages to be green). Prep SF because it Rocks! provides a social media platform for peers to share information with each other (and outside of the governmental circle).

- **‘TEACHABLE MOMENTS’ APPROACH**
  - Inject messages immediately following a disaster event to drive home core and key messages to target audiences
  - Leverage less severe real-world incidents that require preparedness, such as power outages, and note the importance of having a flashlight and fresh batteries

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**Leveraging Existing DEM Strategic Partnerships Approach**

DEM’s strategic objectives include partnerships with a variety of San Francisco government and non-governmental strategic partners. Although these organizations/sectors are engaged primarily for emergency management planning, they are prime conduits to engage as Preparedness Movement Partners, and are organized into the following sectors:

- Businesses
- SF government agencies/ departments
- Retailers
- SF Visitor and Conventions Bureau
- Schools/universities
- Community-based organizations
- Neighborhood organizations through:
  - Mayor’s Office of Neighborhood Services
  - Neighborhood Empowerment Network
  - SF Safe

DEM also intends to develop a DEM Volunteer Corps comprised of lay individuals who contribute unique and valuable talents to support the DEM Preparedness Movement Communications Strategy.
COMMUNICATIONS TACTICS

COMMUNICATIONS TACTICS are specific communication products, such as a Website, e-mail newsletter, or briefing. The DEM Preparedness Movement Communications Strategy will use the following tactics:

- Print (preparedness brochures, fact sheets, flyers, postcards)
- Marketing “toys” (e.g., whistles, magnets, flashlights)
- In-person outreach (e.g., briefings, presentations, informal/formal conversations, etc.)
- Online/Web-based outreach (e.g., 72hours.org; Quake Quiz; e-mail; Webinars)
- Special events (e.g., The Big Rumble)

COMMUNICATIONS TACTICS AUDIT AND ASSESSMENT

An initial priority before developing new communication tactics is to conduct a DEM preparedness communications audit of all past and current communications. The audit should include:

- Inventory of all communication products
- Identification and analysis of messages
- Determination to archive, continue using “as is,” or update the product

IMPLEMENTATION PLAN

The DEM Preparedness Movement Communications Strategy develops initial tactics based on the first tier of Strategy roll-out priorities and level of effort required. Therefore, the following tactics are proposed in near-term, mid-term and long-term implementation phases.
### IX Communication Tactics con’t.

<table>
<thead>
<tr>
<th>TACTIC</th>
<th>TACTIC CATEGORY</th>
<th>TARGETED AUDIENCE</th>
<th>KEY MESSAGES CONVEYED</th>
<th>RESPONSIBLE PARTY/DEPARTMENT</th>
<th>ESTIMATED DELIVERY TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Big Rumble</strong> Resource Fairs and “Where Were You in ’89?” Block Parties</td>
<td>Event</td>
<td>Visionaries/early adopters, Social influencers/change agents, Preparedness “champions”/“evangelists” (All residents of San Francisco)</td>
<td>We come together as community because we love San Francisco and to remember the Loma Prieta earthquake and share what happened (with each other) in 1989 and what we have done since 1989 to prepare (commemorate and educate).</td>
<td>DEM/DPH/GSA</td>
<td>Promotion begins mid-September 2009; day of events October 17, 2009</td>
</tr>
<tr>
<td><strong>The Big Rumble</strong> Panel Discussion</td>
<td>Event</td>
<td>Social influencers/change agents, Preparedness “champions”/“evangelists”</td>
<td>San Francisco has made a lot of progress in preparing for disasters and is committed to fostering resilient, thriving communities (before and after disasters).</td>
<td>DEM</td>
<td>October 13, 2009</td>
</tr>
<tr>
<td>Map Your Block</td>
<td>Print and in-person</td>
<td>Visionaries/early adopters, Social influencers/change agents, Preparedness “champions”/“evangelists”</td>
<td>Get to know your neighbors and your neighborhood’s resources. It’s fun and it feels good being connected, knowledgeable and capable.</td>
<td>DEM (possibly through other City Department partners like DPW)</td>
<td>Initial delivery: October 17, 2009 (through The Big Rumble) and ongoing for foreseeable future</td>
</tr>
<tr>
<td>Presence at SF cultural/recreational fairs/events</td>
<td>Event</td>
<td>Visionaries/early adopters, Social influencers/change agents</td>
<td>San Francisco is such a great place to live: what do you care about most in your “world?” And here’s how you can protect what you care about most (and feel good about yourself for doing so!).</td>
<td>DEM</td>
<td>Year-long</td>
</tr>
<tr>
<td>City Departments and BOS survey about best practices in communications and outreach (“How do you communicate? Who should we engage?”)</td>
<td>Electronic</td>
<td>Social influencers/change agents</td>
<td>We all work very hard to support our constituents: preparedness is one more element of helping those we support to thrive and you know your clients best. Help us add preparedness to your clients’ lives.</td>
<td>DEM</td>
<td>Early 2010</td>
</tr>
<tr>
<td>NERT Briefing/Presentation</td>
<td>In-person, print and electronic (available on a Ning site)</td>
<td>Preparedness “champions”/“evangelists”</td>
<td>You are committed to preparedness and have taken significant steps to be able to take care of yourself, your family and your community during and after a disaster. Help spread the word about preparedness by showing those in your social fabric how and what you have done to prepare.</td>
<td>DEM</td>
<td>Early 2010</td>
</tr>
</tbody>
</table>
## MID-TERM

<table>
<thead>
<tr>
<th>TACTIC</th>
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</thead>
<tbody>
<tr>
<td>Purchase and disseminate Sesame Street kit</td>
<td>Print (possibly electronic)</td>
<td>• Visionaries/early adopters</td>
<td>N/A</td>
<td>DEM</td>
<td>Fall 2010</td>
</tr>
<tr>
<td>New school year “Parents Packet”</td>
<td>Print (possibly electronic)</td>
<td>• Social influencers/change agents</td>
<td>A new school year is an exciting time for both you and your child. Now’s a great time to think about the year ahead and how you as a family can be prepared for both math tests and emergencies!</td>
<td>DEM</td>
<td>Fall 2010 (new school year)</td>
</tr>
<tr>
<td>School “Preparedness Project” (“packaged” student project ready for teachers to include in curriculum)</td>
<td>Print (possibly electronic)</td>
<td>• Visionaries/early adopters, Social influencers/change agents</td>
<td>As an educator, you are profoundly important to our communities: help us teach the next generation how to be prepared and resilient for an emergency or disaster. Preparedness is important for us all and you play a role in helping San Francisco thrive and be resilient.</td>
<td>DEM</td>
<td>Fall 2010 (new school year)</td>
</tr>
<tr>
<td>Preparedness messages linked to holiday themes (Christmas, Valentine’s Day, etc)</td>
<td>Electronic (distributed through retail partnerships)</td>
<td>• Visionaries/early adopters, Social influencers/change agents, Preparedness “champions”/“evangelists” (All San Francisco residents)</td>
<td>Celebrate/share/give the gift of preparedness to your loved ones.</td>
<td>DEM</td>
<td>2010 and beyond</td>
</tr>
<tr>
<td>Seasons of preparedness (October and April)</td>
<td>Event, electronic and print</td>
<td>• Visionaries/early adopters, Social influencers/change agents, Preparedness “champions”/“evangelists”</td>
<td>It’s that time of year again… how’s your preparedness going? Be proud of your stocked pantry and manual can opener, and be sure to talk about what you’ve done to be prepared with those about whom you care.</td>
<td>DEM</td>
<td>2010 and beyond</td>
</tr>
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## LONG-TERM

<table>
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<tbody>
<tr>
<td>Preparedness bar coasters</td>
<td>Print</td>
<td>• Social influencers/change agents</td>
<td>Preparedness doesn’t have to be serious; think about keeping some extra water around (and drink some tonight before you go to sleep!)[Jovial tone]</td>
<td>DEM</td>
<td>Seasons of Preparedness (fall and spring 2010 and beyond)</td>
</tr>
<tr>
<td>Coffee sleeves (retail partnerships w/Pete’s, Starbucks, etc.)</td>
<td>Print</td>
<td>• Social influencers/change agents</td>
<td>Make sure you have extra coffee on hand in the event of an emergency or disaster (oh, and you’ll need extra water, too)</td>
<td>DEM</td>
<td>Seasons of Preparedness (fall and spring 2010 and beyond)</td>
</tr>
<tr>
<td>Reusable shopping bag</td>
<td>Print</td>
<td>• Social influencers/change agents</td>
<td>Just one extra will do! [NOTE: bag will have visual icons of “preparedness” groceries such as canned food and bottled water.]</td>
<td>DEM</td>
<td>Seasons of Preparedness (fall and spring 2010 and beyond)</td>
</tr>
</tbody>
</table>
COMMUNICATIONS STRATEGY RESULTS MEASUREMENT

MEASURING THE EFFECTIVENESS of any communications strategy is critical to identifying next steps and supplemental activities. It also ensures that the communications strategy is helping the program meet its goals. Communication strategies can be measured using an array of methodologies, including polls and surveys, focus groups, cyberspace analyses and media content analyses.

This communications strategy is unique in that its main purpose is to spark a social movement—and measuring the results of a social movement is not easily done (one knows it works because everyone knows about “it” and is engaging in the behavior that supports the movement). Measuring preparedness is a concept that has challenged many emergency managers and/or preparedness practitioners. Is a measurement factor how many bottles of water one has stored? How many preparedness trainings one has taken? How many visits to a preparedness resource Website? These are all valid categories of measurement; however, the DEM Preparedness Movement Communications Strategy’s main, overarching results measurement indicator of success is that San Francisco residents proactively seek out preparedness resources, and talk about and demonstrate their personal preparedness practices with their loved ones. From this standpoint, this Strategy is pioneer in the world of communicating about preparedness.

USING SOCIAL MEDIA TECHNOLOGY TO MONITOR STRATEGY RESULTS

Although measuring preparedness is a programmatic priority for DEM, this Strategy will leverage the Social Media Approach as an initial means to measure the Strategy’s efficacy. Specific data points to support results measurement include:

- Monitoring discussion posts on both Facebook pages (SF DEM and Prep SF because it Rocks!) to include response to DEM’s posts/status updates, discussion posts from friends/fans, and responses to any posts
- Gauging membership activity (increase in fans/friends)
- Personal preparedness stories/video montages (“Where Were You in ’89?” video stories proactively created and posted on YouTube account and Facebook pages)

DEM will revisit the Communications Strategy Results Measurement in six months after final adoption of the Strategy (during the Communications Strategy Maintenance phase of the Strategy’s implementation) to determine subsequent results measurement strategies.

Additional results measurement strategies could include engaging social scientists to analyze the DEM Preparedness Movement Communications Strategy and base findings on tenets of social scientific research and analysis methodology.

San Francisco could be a demonstrative example upon which preparedness behavioral social scientists base their study.
A PROGRAM SHOULD REVIEW its communications strategy regularly to ensure it is meeting its stated goals, as well as supporting the program’s goals. This can be done by analyzing data consistently collected/monitored from the communication mechanisms that promote dialogue between DEM and target audience(s), specifically the DEM Facebook page and Prep SF because it Rocks! Facebook group. Additional results measurement techniques include collecting feedback from key stakeholders and target audiences during special events and/or proactive, strategic meetings and/or gatherings. **Figure 11.0: Communications Lifecycle** illustrates the communications strategy maintenance continuum (as communications programs should always be evolving and dynamic).