



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**MEMORANDUM**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

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San Francisco, CA  
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**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

<b>TO:</b>	HUMAN SERVICES COMMISSION				
<b>THROUGH:</b>	TRENT RHORER, EXECUTIVE DIRECTOR				
<b>FROM:</b>	ANNA PIÑEDA, DEPUTY DIRECTOR FOR ECONOMIC SUPPORT AND SELF-SUFFICIENCY ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS				
<b>DATE:</b>	DECEMBER 15, 2023 <span style="float: right; border: 1px solid black; padding: 2px;">DS EB</span>				
<b>SUBJECT:</b>	NEW CONTRACT: <b>CIVICMAKERS (FOR PROFIT)</b> for MOBILE BENEFITS CO-DESIGN				
<b>CONTRACT TERM:</b>	01/01/2024 – 06/30/2025				
<b>CONTRACT AMOUNT:</b>	<u>New</u> \$75,000	<u>Contingency</u> \$7,500	<u>Total</u> \$82,500		
<b>ANNUAL AMOUNT:</b>	<u>FY 23/24</u> \$35,800	<u>FY 24/25</u> \$39,200			
<b>FUNDING SOURCES:</b>	<u>County</u> \$75,000	<u>State</u>	<u>Fed</u>	<u>Contingency</u> \$7,500	<u>Total</u> \$82,500
<b>PERCENTAGE:</b>	100%				

The San Francisco Human Services Agency (SFHSA) requests authorization to enter into a new contract with CivicMakers, for the period of January 1, 2024 to June 30, 2025 in the amount of \$75,000 plus a 10% contingency for a total amount not to exceed \$82,500. The purpose of this contract is to co-design the new SFHSA Mobile Benefits Office with community members who possess valuable lived experiences of being marginalized, on public benefits, and/or food insecure, among others. Knowledge gained from interviewing community residents will be incorporated into the program design.

**Background**

CivicMakers will apply a human-centered design framework to develop a mobile office program design that resonates more deeply with the project’s priority population, ultimately driving engagement and growth. The full-service

mobile office will roam around communities where food insecurity runs high, in order to provide CalFresh outreach, public benefit application assistance and related services to low-income San Franciscans. The program design will incorporate input from those with lived experience to improve outcomes and impacts.

**Services to be Provided**

CivicMakers shall develop a work plan and project timeline to guide the course of work. Community residents will be identified and interviewed by the Contractor. Interview results will be analyzed and findings highlighted in a report. Services are focused on understanding current challenges of vulnerable populations, defining design principles for the mobile office, and testing a prototype through onsite events. In the end, there will be a full transfer of tools to the San Francisco Human Services Agency.

Please see attached Appendix A for further details.

**Selection**

Contractor was selected through Informal Bid #1129, which was released in October 2023.

**Funding**

Funding for this contract is provided by County General Funds.

**ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Calculation of Charges

## Appendix A - Services to be Provided

### CivicMakers Mobile Benefits Co-Design January 1, 2024 – June 30, 2025

#### I. Purpose of Contract

Services are focused on understanding current challenges for vulnerable populations, defining design principles for the mobile office, and testing a prototype through onsite events. This will culminate in a report of interim findings, along with a handoff of tools to the San Francisco Human Services Agency.

#### II. Definitions

City	City and County of San Francisco
Contractor	CivicMakers
SFHSA	San Francisco Human Services Agency
SFMFB	San Francisco-Marín Food Bank

#### III. Priority Population

This program supports all ethnicities and populations in San Francisco with focused outreach to potential CalFresh eligible community members.

#### IV. Description of Services

Contractor will apply a human-centered design framework to co-design and test key elements of the mobile benefits office with impacted community members and other stakeholders. The approach will be context-sensitive, open-minded, and driven by community input. As there is no one-size-fits-all approach to stakeholder engagement or innovation, the best way to surface insights from communities and organizations is by engaging individual people where they are, in the way that is most accessible to them. This means seeking out different perspectives, centering people with lived experience, and leading with empathy, not ego. Contractor will draw on a wealth of methodologies and tools to create a fertile environment for facilitating dialogue and unearthing solutions.

Contractor will dive deep to understand people’s pain points, needs, hopes, and fears as a means of true inclusion. They will examine how people relate to each other, and make visible the multiple, intersecting, and layered systems and perspectives that affect decision-making.

##### A. Planning and Interviews (Quarter 1: January – March 2024)

1. Work Plan & Timeline: Project team kick-off and strategy convenings; background document review; work plan/timeline.
2. Analogous Research Summary: Conduct analogous research, including interview and desk research to consult diverse industry experts and understand what it takes to run mobile benefits, as well as demographics analysis to understand ideal locations.
3. Interview Plan: Draft interview plan, including audiences, timeline, locations, agenda, questions (interview protocol), and data collection & analysis framework.

4. Identify Interview Community Members & Develop Key Messages: Reach out to priority audiences and schedule conversations and/or establish locations and get permissions for intercept interviews. Contractor will work with partners to ensure they are connecting with the hardest-to-reach communities, such as via community ambassadors or peer-to-peer needle exchange sites. Note: SFHSA and SFMFB will support this activity.
5. Conduct Interviews and Submit Draft Summary Report: Conduct Interviews with at least 15 community members. Note that 5 of the interviews should be in English, 5 in Spanish, and 5 in Cantonese. Contractor may request Cantonese translation/language support from SFHSA if needed.

**B. Data Analysis (Quarter 2: April – June 2024)**

Perform in-depth analysis of interview data and synthesize in order to define community segments, create journey maps of the current process, summarize findings in a formal report with recommended design principles for the mobile office.

**C. Prototyping & Testing (Quarter 3: July-September 2024)**

1. Event Plan & Schedule: Prioritize ideas from interviews and analogous research to test through a mobile benefits event (“prototype”) as well as locations for the events. With the support of SFHSA, develop a prototype in the form of an event plan, materials, and process workflows. Note: Contractor to lead prototype design and communicate to relevant partners. SFHSA and/or SFMFB will secure and necessary permissions/permits.
2. Research Plan & Evaluation Instruments: Define clear objectives, audiences/geographies, research questions, data collection and analysis methods to assess effectiveness of the prototyped events. Design evaluation instruments for onsite evaluation data collection.
3. Data Collection & Summary of Findings: One bi-lingual (Spanish-English) staff person to attend up to 4 half-day prototype events to conduct observational research and exit polls. Contractor shall lead (as a project manager) the first prototype event, while SFHSA leads the following 3 events with the contractor observing and providing written feedback. Summarize insights from onsite evaluation of prototype to begin formalizing the elements of a mobile benefits service. Summarize findings into a report, including recommendations for continued iteration and ways to operationalize the learnings into the Mobile Office. Finally, Contractor will include a handoff of tools, including process flow charts, so that SFHSA can continue evaluation.

**V. Monitoring/Reporting Activities**

- A. Contractor will provide a **monthly** report of activities, referencing the tasks described in Section IV– Description of Services.
- B. Contractor will provide an **annual** report summarizing the activities, referencing the tasks described in Section IV– Description of Services.
- C. Contractor will provide a **final** report summarizing findings and making recommendations for continuation of work.
- D. Contractor will provide **ad hoc** reports as requested by SFHSA.

**E.** Reports are to be submitted electronically to the following:

Ana Marie Lara  
Program Manager  
Ana.Marie.Lara@sfgov.org

## Appendix B - Calculation of Charges

### CivicMakers Mobile Benefits Co-Design January 1, 2024 – June 30, 2025

- I. The City and County will reimburse the contractor for services provided based on the following schedule of rates.

Billable Service Deliverables	Proposed Rate per Deliverable
Discovery & Planning (January 2024): <ul style="list-style-type: none"> <li>• Deliverable 1: Work Plan &amp; Timeline</li> <li>• Deliverable 2: Analogous Research Summary</li> </ul>	\$7,800 <ul style="list-style-type: none"> <li>• \$3,200</li> <li>• \$4,600</li> </ul>
Interviews (February – June 2024): <ul style="list-style-type: none"> <li>• Deliverable 3: Interview Plan</li> <li>• Deliverable 4: Outreach Plan &amp; Messaging</li> <li>• Deliverable 5: Interview Analysis and Summary Report</li> <li>• Incentive Payments</li> </ul>	\$28,000 <ul style="list-style-type: none"> <li>• \$8,800</li> <li>• \$3,000</li> <li>• \$14,800</li> <li>• \$1,400</li> </ul>
Prototyping & Testing (July-September 2024): <ul style="list-style-type: none"> <li>• Deliverable 6: Event Plan &amp; Schedule</li> <li>• Deliverable 7: Research Plan &amp; Evaluation Instruments</li> <li>• Deliverable 8: Data Collection &amp; Summary of Findings</li> </ul>	\$39,200 <ul style="list-style-type: none"> <li>• \$10,700</li> <li>• \$11,300</li> <li>• \$17,200</li> </ul>

- II. Contractor will invoice on a monthly basis for actual services provided.

III. **Annual amounts:**

- A. Fiscal Year 2023-2024, budgeted for \$35,800  
 B. Fiscal Year 2024-2025, budgeted for \$39,200

**Total (January 1, 2024 – June 30, 2025): \$75,000**