



MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: NOELLE SIMMONS, DEPUTY DIRECTOR
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *Ju*

DATE: AUGUST 18, 2017

SUBJECT: **NEW CONTRACT: JOHN SNOW, INC. (FOR-PROFIT) TO PROVIDE CALFRESH MARKETING SERVICES**

| | | | | | |
|-------------------------|---------------------|--------------------|----------------|--------------------|--------------|
| CONTRACT TERM: | <u>New</u> | <u>Contingency</u> | <u>Total</u> | | |
| | 09/1/17- 8/30/18 | | | | |
| CONTRACT AMOUNT: | \$50,000 | \$5,000 | | \$55,000 | |
| ANNUAL AMOUNT: | <u>FY 17/18</u> | | | | |
| | \$50,000 | | | | |
| FUNDING SOURCE: | <u>County</u> | <u>State</u> | <u>Federal</u> | <u>Contingency</u> | <u>Total</u> |
| FUNDING: | \$50,000 | \$0 | \$0 | \$5,000 | \$55,000 |
| PERCENTAGE: | 100% | 0% | 0% | | 100% |

The San Francisco Human Services Agency (SFHSA) requests authorization to enter into a contract agreement with John Snow, Inc. for the period of September 1, 2017 to August 31, 2018 in the amount of \$50,000 plus a 10% contingency of \$5,000 for a not to exceed amount of \$55,000. The purpose of the contract is to develop and implement a rigorous marketing campaign in an effort to promote greater enrollment in CalFresh.

Background

In San Francisco, only one in two persons eligible for CalFresh is receiving the service. Approximately 50,000 individuals likely qualify for CalFresh but are not on aid. SFHSA is launching a significant CalFresh enrollment effort. SFHSA is out-stationing CalFresh/Medi-Cal eligibility workers to take applications in the offices of community based organizations and public agencies, conduct enrollment events in the community, follow up with the community partners on applications submitted, contract with a third party vendor to reach out to potential applicants by phone and mail,

help them understand the benefits provided by the CalFresh program, and assist them in the application process. This is a contract to expand these efforts through assorted number of media platforms focusing on key populations including seniors and students.

Services to be Provided

The contractor will develop and implement a marketing campaign that will make use of platforms such as print, radio, digital, transit, and social media advertising to convey a clear and accessible message to low-income residents, specifically seniors and students. Content will be provided in multiple languages for the target populations. The contractor will also use a community-based social marketing approach to promote enrollment in CalFresh and Medi-Cal for low-income San Francisco residents. The approach includes working with SFHSA to identify and then engage community partners to broadcast the multiservice informational videos, previously created by SFHSA, with accompanying print material to community members.

For more specific information regarding the services to be provided to the target population, please refer to the attached Appendix A.

Selection

Contractor was selected through IB (Informal Bid) #709, which was issued in November 2016.

Funding

This contract will be funded entirely through City and County funds.

Attachments

Appendix A – Services to be Provided

Appendix B – Calculation of Charges

Appendix A: Services to be Provided
Contractor: John Snow Inc.
Term: 9/1/17-8/31/18

I. Purpose of Contract

The purpose of this Contract is the design and implementation of a rigorous CalFresh marketing campaign by way of video-distribution, social media, and digital and transit advertising strategies in an effort to promote greater enrollment in CalFresh.

II. Definitions

SNAP = Supplemental Nutrition Assistance Program (known as CalFresh in CA)

III. Target Population

The target population is low income persons in San Francisco who are likely to be eligible for CalFresh, with a specific focus on seniors and students. This will include persons who are already receiving other benefits like Medi-Cal or Free and Reduced School Meals.

IV. Description of Services

John Snow Inc. (JSI) will be responsible for concept development, strategy development and implementation of this marketing campaign. The campaign will convey a clear message that grocery money is available for eligible individuals. This multi-pronged campaign aims to communicate with low-income residents in plain, accessible language. This will be accomplished through mediums including video dissemination, social media, digital and transit advertising, and radio and/or print advertisements.

Video Dissemination:

The San Francisco Human Services Agency (SFHSA) has developed five outreach/marketing videos promoting CalFresh/Medi-Cal/CAAP/CalWorks. John Snow Inc. will engage SFHSA partners to share CalFresh information videos within these organizations. At least one agency will target Cantonese speakers, and at least one agency will target Spanish speakers. JSI will assist partners with any technical aspects of setting up videos. JSI will create print material to supplement the videos with more information on CalFresh. Print Material will be available in English, Spanish, and Chinese languages (translation to be handled by SFHSA).

Social Media Presence:

JSI will develop and implement a social media strategy to establish SFHSA's social media presence in promoting CalFresh enrollment and use. JSI will select the most appropriate media channels, set up accounts, develop a style and user guide, and create initial content. Initial content will be available in English, Spanish, and Chinese languages (with translation provided by SFHSA).

Digital and Transit Advertising:

JSI will develop and place a mixture of digital and transit advertisements. Digital advertising will include advertisement promoted posts on social media platforms (e.g., Facebook ads), video clips, and stills. Transit ads will included bus and bus shelter

advertising. Ads will run for a length of two months and will run in English, Spanish, and Chinese languages.

Radio/Print Advertisements

JSI will work with SFHSA to identify cost-effective ads in relevant radio and/or print outlets. JSI will work to create message content that aligns with other communications materials and targets priority audiences, such as seniors and students. Advertisements will run in English, Spanish, and Chinese languages. JSI will work with SFHSA to determine which placements make the most sense in each language across channels.

Advertising Summary and Transition of Social Media

JSI will produce a brief advertising summary across channels indicating how ads performed. Measures will include either click-through rates of digital ads or traffic to online applications. Towards the end of the contract year, JSI will develop a transition plan and brief training to hand off social media accounts to SFHSA staff.

DELIVERABLES

1) Task 1- Video-Dissemination (Months 1-3):

- At least 5 SFHSA partners will show CalFresh informational videos on a regular basis.
- Print materials (brochures, palm cards, flyers) to accompany videos

2) Task 2- Develop and Launch Social Media Presence (Months 4-6):

- Creation and maintenance of social media accounts (e.g., Facebook and Instagram)
- Development of social media style and user guide covering voice and language, visual style, an editorial calendar and posting guidelines.
- Provision of initial
- Translation to Spanish and Cantonese.
- Project management (including subcontracting to graphic designer, print house and translators)

3) Task 3- Digital and Transit Advertising (Months 7-8)

- Ad copy and creative (with assistance from PlusM Productions on any video modification.)
- Ad placements

4) Task 4- Radio/Print Advertisements (Months 9-10)

- Ad copy and creative
- Ad placements

5) Task 5- Advertising Summary and Transition of Social Media (Months 11-12):

- Performance summary of digital advertising avenues
- Two-hour in-person training for SF-HSA staff on social media account management

V. Reporting Requirements

- A. Contractor will provide a **monthly** report of activities, adhering to the timetable provided in Appendix B. Contractor will enter the monthly metrics in the CARBON database by the 15th of the following month.
- B. Contractor will provide Ad Hoc reports as required by the Department.
- C. For assistance with reporting requirements or submission of reports, contact:

Drake.Herrador@sfgov.org
Contract Manager, Office of Contract Management

or

Olga.Stavinskaya-Velasquez@sfgov.org
Program Manager, CalFresh

Appendix B – Calculation of Charges
John Snow Inc.
CalFresh Marketing
September 1, 2017 – August 31, 2018

Project Timeline:

| Task 1: Video Dissemination (Months 1-3; 121 Hours) | | | | | |
|--|--------------|-------------|--------------------------|---|--------------------------|
| Staff | Hours | Rate | Total Labor Costs | Non-Labor Costs (e.g., Media Placements, Materials Production) | Deliverable Total |
| Project Director | 29 | \$102 | \$2,958 | \$879 | \$10,548 |
| Social Media/Digital Advertising Specialist | 43 | \$82 | \$3,526 | | |
| Outreach Manager | 49 | \$65 | \$3,185 | | |
| Task 2: Social Media Presence (Months 4-6; 108 Hours) | | | | | |
| Project Director | 12 | \$102 | \$1,224 | \$0 | \$8,484 |
| Social Media/Digital Advertising Specialist | 60 | \$82 | \$4,920 | | |
| Outreach Manager | 36 | \$65 | \$2,340 | | |
| Task 3: Digital and Transit Advertising (Months 7-8; 88 Hours) | | | | | |
| Project Director | 20 | \$102 | \$2,040 | \$7,750 | \$14,890 |
| Social Media/Digital Advertising Specialist | 40 | \$82 | \$3,280 | | |
| Outreach Manager | 28 | \$65 | \$1,820 | | |
| Task 4: Radio and/or Print Advertisements (Months 9-10; 59 Hours) | | | | | |
| Project Director | 16 | \$102 | \$1,632 | \$7,750 | \$12,619 |
| Social Media/Digital Advertising Specialist | 26 | \$82 | \$2,132 | | |
| Outreach Manager | 17 | \$65 | \$1,105 | | |

(6)

| Task 5: Summary of Ads Placed, Transition of Social Media (Months 11-12; 45 Hours) | | | | | |
|---|--------------|-------------|--------------------------|---|--------------------------|
| Staff | Hours | Rate | Total Labor Costs | Non-Labor Costs (e.g., Media Placements, Materials Production) | Deliverable Total |
| Project Director | 16 | \$102 | \$1,632 | \$0 | \$3,459 |
| Social Media/Digital Advertising Specialist | 26 | \$82 | \$2,132 | | |
| Outreach Manager | 17 | \$65 | \$1,105 | | |

| Cost Summary: | |
|-------------------------|-------------------|
| Cost Description | Total Cost |
| Labor | \$33,621 |
| Non-Labor | |
| - Media Placements | \$15,500 |
| - Materials Production | \$879 |
| Subtotal | \$50,000 |
| Contingency (10%) | \$5,000 |
| Total | \$55,000 |

| Staff Hours/FTE Summary: | | |
|---|--------------|-------------|
| Staff | Hours | FTE |
| Project Director | 85 | 0.05 |
| Social Media/Digital Advertising Specialist | 183 | 0.10 |
| Outreach Manager | 153 | 0.09 |
| Total | 421 | 0.23 |

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