

## City and County of San Francisco



London Breed, Mayor

## Human Services Agency

 Department of Human Services  
 Department of Disability and Aging Services  
 Office of Early Care and Education

Trent Rhorer, Executive Director

## MEMORANDUM

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** NOELLE SIMMONS, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, ACTING DIRECTOR OF CONTRACTS

**DATE:** OCTOBER 16, 2020

**SUBJECT:** NEW CONTRACT: **CIRCLEPOINT** (FOR PROFIT) TO PROVIDE  
MARKETING SERVICES FOR THE JOBSNOW! AND  
CALWORKS DIVERSION PROGRAMS

**CONTRACT TERM:** 11/01/20 – 06/30/21

**CONTRACT AMOUNT:**

	<u>New</u>	<u>Contingency</u>	<u>Total</u>
	\$98,842		\$98,842

**ANNUAL AMOUNT:** FY20-21  
\$98,842

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<u>Funding Source</u>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$4,942	\$19,768	\$74,132		\$98,842
<b>PERCENTAGE:</b>	5%	20%	75%		100%

The Department of Human Services (DHS) requests authorization to enter into a new contract with Circlepoint for the period of November 1, 2020 through June 30, 2021, for a total amount not to exceed \$98,842. The purpose of the contract is to provide marketing services for the JobsNow! Program.

**Background**

As the COVID-19 pandemic continues to impact families and communities across the City and County of San Francisco, the need for critical public services and programs continues to grow. San Francisco Human Services Agency (SFHSA) is working to address the ongoing COVID-19 pandemic and related economic consequences, including loss of housing and employment for low-income San Franciscans and loss of revenue for small business owners, through the expansion of the JobsNOW! Program and a rebranding of the Diversion Program.



Building on our previous research and experience working with SFHSA clients, Circlepoint and their subcontractor, John Snow, Inc. (JSI) will support SFHSA's JobsNOW! expansion by creating a communication and marketing campaign to drive program participation among job seekers and employers. The firms will work collaboratively through a human-centered design approach, which will inform campaign development and will use research to inform message development. The campaign will integrate messages of empowerment, including testimonials from real people to position SFHSA's programs as resources that individuals can use to support themselves and their families. The scope of work will include the following tasks:

1. Conduct initial formative research and develop a communication strategy;
2. Develop and place preliminary launch messages and collateral;
3. Complete formative research;
4. Revise messages and collateral based on formative research; and
5. Provide additional communication support as required by SFHSA and partners (as budget allows)

### **Services to be Provided**

***Public Outreach Tools and Social Media Assets:*** Develop unifying and cohesive public information tools to help educate San Francisco residents, employers, and HSA partners about the expanded JobsNOW! and Diversion Programs:

- A. Identify the relevant target audiences, develop key messages and supporting messages, and customize messages;
- B. Conduct formative research and analysis of audience needs to drive program participation to target audiences, including HSA clients that currently receive public benefits, San Francisco residents with household income under 200% federal poverty level, and employers registered to do business with the city – *operations do not need to be within San Francisco;*
- C. ~~Create marketing materials, website content, and messaging that is easy to understand, inclusive, and culturally competent;~~
- D. Create, place, and measure social media messages (including graphics and copy) that will be posted on HSA's social media channels as both paid and organic (unpaid) content.
- E. Develop partner toolkits to share social assets and marketing materials;
- F. Other communications duties as needed to support HSA's COVID-19 response for job seekers, subsidized employment opportunities, and CalWORKs benefits.

***Creative Deliverables:*** Develop relevant, easy to understand, and customizable assets to be used by HSA and delivered to partner organizations, including:

- A. Social media content and assets
- B. Print collateral and translations (fact sheets, postcards, other formats as necessary)
- C. Sample newsletter articles
- D. Building signage and posters
- E. Participant and employer profiles
- F. Outreach toolkits for HSA staff and partner organizations including the San Francisco Office of Economic and Workforce Development, Chamber of Commerce, Merchants



Associations, California Employment Development Department, and various civic and business partners to disseminate clear and timely information.

**Selection**

Contractor was selected through IB (Informal Bid) #894, which was competitively bid in October 2020.

**Funding**

Funding for this contract is provided by a mixture of State, Federal and Local funding.

**ATTACHMENTS**

Appendix A – Services to be provided

Appendix B – Budget

Attachment 1 to B-Task Budget

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**Appendix A – Services to be Provided**  
**Circlepoint**  
**JobNOW! Marketing Services**  
**November 1, 2020– September 30, 2021**

**I. Purpose and Background**

As the COVID-19 pandemic continues to impact families and communities across the City and County of San Francisco, the need for critical public services and programs continues to grow. San Francisco Human Services Agency (SFHSA) is working to address the ongoing COVID-19 pandemic and related economic consequences, including loss of employment for workers and loss revenue for small business owners, through the expansion of the JobsNOW! program.

Building on our previous research and experience working with SFHSA clients, Circlepoint and John Snow, Inc. (JSI) will support SFHSA’s JobsNOW! expansion by creating a communication and marketing campaign to drive program participation among job seekers and employers. The firms will work collaboratively through a human-centered design approach, which will inform campaign development and will use research to inform message development. The campaign will integrate messages of empowerment, including testimonials from real people, to position SFHSA’s programs as resources that individuals can use to support themselves and their families. The scope of work will include the following tasks:

1. Conduct initial formative research and develop a communication strategy;
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4. Revise messages and collateral based on formative research; and
5. Provide additional communication support as required by SFHSA and partners (as budget allows)

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**II. Definitions**

CalWORKs	California Work Opportunity and Responsibility to Kids, welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
Contractor	Circlepoint, Inc
KII	Key Informant Interviews
JSI	John Snow, Inc. (Sub-Contractor)
SFHSA	San Francisco Human Services Agency
WDD	Workforce Development Division, a DHS program that provides employment services to economically disadvantaged adults and youth across a variety of programs and funding streams.

**III. Target Population**

The target population is low-income persons in San Francisco who are likely to be eligible for JobsNOW! Program and eligible employers.





#### IV. Work Plan/Description of Services

##### **Task 1: Conduct Initial Formative Research and Develop Communication Strategy**

Understanding the urgency of relaunching JobsNOW!, JSI will conduct formative research and core message development in phases. JSI will conduct a rapid environmental scan and work with SFHSA to efficiently understand the policy and program changes to the JobsNOW! Program as well as the details of the CalWorks Diversion Program. Through this scan, JSI will aim to capture all of the changes to the program that may impact the experience of a job seeker and potential employer partner. Capturing recent program developments will enable JSI to create content that is responsive to the current environment. JSI will review readily available program documents and existing SFHSA data on program usage and the demographics of former, current, and prospective participants. In collaboration with SFHSA, JSI will leverage this data and draw on information gathered through previous research to identify two to three specific audiences to inform the communication strategy and content creation. For example, the audiences may include young adults such as students, single older males, and individuals with families.

JSI will engage program stakeholders to explore their perceptions on the programs, including potential benefits and enrollment barriers, and gather their input on most helpful communication strategies and potential messaging. JSI proposes conducting one virtual, hour-long focus group with at least three Workforce Development Division (WDD) staff conducted via Zoom video conference. JSI also proposes completing two 45-60 minute key informant interviews (KIIs) with employers (one private and one non-profit) that have previously participated in the program. To maximize accessibility, employers will have the option to choose their interview modality (video or phone).

Circlepoint will use the information gathered through the rapid scan, data review, focus group, and KIIs to develop a preliminary Communication Strategy for the JobsNow! program expansion. The preliminary communication strategy will include campaign objectives, audience(s) of focus, key campaign messages and supporting messages [to be developed in Task 2 below], campaign strategies, summary of channels, editorial/campaign rollout calendar, and measurement and reporting.

The strategy will be developed in collaboration with SFHSA and WDD staff through one interactive planning meeting held via Zoom. The communication strategy will be updated after the second phase of formative research (described in Task 3) is complete.

##### **Task 1 Deliverables**

**Due February 12, 2021**

- A. A high-level overview of initial formative research activities that outlines findings from the environmental scan, data review, and stakeholder engagement, as well as recommended key messages for initial content development.
- B. One virtual focus group
- C. Two 45-60 minute KIIs
- D. One interactive planning meeting via Zoom
- E. Preliminary communication strategy

Timeline: Six weeks



**Task 2: Develop and Place Preliminary Launch Messages****Due March 12, 2021**

Based on the initial formative research, Circlepoint and JSI will develop preliminary launch messages to support the content development process in preparation for the launch of the program. The audiences for the launch messages to be: 1) job seekers engaged with SFHSA already, 2) job seekers not receiving SFHSA benefits, and 3) employers eligible to participate in the program. The launch messages will be adapted to be used in:

- A. Webpage content announcing the program expansion
- B. Content for agency newsletters
- C. An accompanying flyer for job seekers

Messages for job seekers will be written in both English and Spanish. Contractor will work with SFHSA's translation services to create content in additional languages as requested by SFHSA.

In partnership with SFHSA, Contractor will support the development of partner materials aimed at encouraging eligible employers to participate in this program, adapting key messaging used in previous collateral pieces. This will include:

- Creating an email blast and flyer that can be shared with SFHSA partners, community-based organizations, and eligible employers announcing the expansion of the program.
- Packaging a partner/employer toolkit, including talking points, link to website, and flyer, to send to employers via email.

To support the program launch and ongoing promotion, Circlepoint and JSI will develop paid and organic social media content (including graphics) aligned with the strategies outlined in the Preliminary Communication Strategy. Contractor anticipates utilizing SFHSA's current social media platforms (Facebook, Instagram, Twitter, and LinkedIn). Graphics will draw on SFHSA's new color palette and branding, developed by Circlepoint, and will be tailored to the channels selected. Circlepoint will leverage SFHSA's library of images to create a suite of graphics that can be used in paid and organic posts. Content will drive the audience to SFHSA webpages about the program. The team will work closely with SFHSA's social media manager to coordinate campaign messages across platforms with ongoing content.

**Task 2 Deliverables**

- Content for one webpage announcing the expansion of the program, featuring information for both job seekers and employers (SFHSA will deploy content)
- Content for newsletter articles
- One flyer for job seekers written in English and translated into Spanish (SFHSA will print)
- One flyer for employers written in English and translated into Spanish (SFHSA will print)
- One email blast SFHSA can use for direct outreach to chambers of commerce and business associations
- A partner/employer toolkit, including talking points; links to website and additional resources identified by SFHSA; social media content (up to four posts); newsletter



content (as developed above); and the flyer for employers that SFHSA can share with partners

- Preliminary social media content, including organic and paid content (up to six posts), SFHSA staff will place

Timeline: Four weeks

### **Task 3: Complete Formative Research**

**Due April 9, 2021**

Upon completion of Task 2, JSI will conduct five KIIs with previous participants of the JobsNOW! program and prospective job seekers. JSI proposes conducting up to five interviews of 30-45 minutes in length with individuals who will be selected to represent the specific audiences identified through Task 1. JSI plans to leverage SFHSA and WDD channels and relationships to recruit interview participants. To maximize accessibility, JSI will ask interviewees to choose their preferred interview modality (video or phone). JSI is prepared to conduct interviews in either English or Spanish. JSI will offer interviewees \$50 incentives for their participation, to be delivered virtually; JSI will consult with SFHSA to determine the most appropriate incentive type (e.g., emailed gift cards).

These interviews will explore past/current and potential job seekers' perceptions of the program, including benefits and potential enrollment barriers. The interviews will also include questions about participants' current knowledge levels and attitudes toward the CalWorks Diversion program. Interviews with previous program participants will also gather testimonies of their experience to potentially feature in developed materials, with interviewees' permission. In addition, JSI will conduct one interview with a CalWorks case manager to obtain a thorough understanding of the Diversion program, including current attitudes, knowledge levels, and beliefs toward the program from both CalWorks case managers and eligible program participants. Information gathered through these interviews will inform updates to materials created in Task 2.

### **Task 3 Deliverables**

- Updated summary of formative research findings, including takeaways and key messages that emerged through interviews with past/current and prospective job seekers.
- Five 30-45 minute interviews with job seekers
- One 30-45 minute interview with a CalWorks case manager

Timeline: Four weeks

### **Task 4: Revise Messages & Collateral Based on Formative Research**

**Due: April 30, 2021**

While JSI finalizes Task 3, Circlepoint will work collaboratively with SFHSA's creative team to create profiles featuring small business owners and previous JobsNow! participants. The profiles will capture the resilient and creative small business owners and residents who are persisting despite the current circumstances. In partnership with SFHSA, Circlepoint will develop storyboards and the creative direction of the profiles and will work with the SFHSA team to complete the profiles virtually.



Circlepoint will create posters to promote the program around SFHSA facilities, and for SFHSA to distribute to partners as appropriate.

Next, Circlepoint and JSI will use the formative research completed in Task 3 to update the materials created previously including:

- One flyer for job seekers
- One flyer for employers
- Program webpage content (will include information on CalWorks Diversion program)
- Social media content, including organic and paid content (will including posts on CalWorks Diversion program)
- Updated social media strategy

Circlepoint will also create a new flyer for job seekers specific to the CalWorks Diversion program.

Through JSI's previous work with SFHSA, Contractor acknowledges that testimonials about the value of public services can increase message engagement and trust in SFHSA. Contractor will incorporate testimonials from job seekers and employers, gathered during KIIs, into campaign messages including the flyers, webpage, and social media content. Each testimonial will be paired with a visual created in this task. Messages will be created in English, Chinese and Spanish. JSI will work with SFHSA's translation services to translate content in additional languages as requested by SFHSA.

As an optional task, if additional funds become available, Contractors can provide strategy and training to SFHSA staff to assist with ongoing social media management for this marketing campaign.

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#### **Task 4 Deliverables**

- Updated flyer for job seekers
- Updated flyer for employers
- Updated program webpage content
- Updated social media content and strategy
- posters (up to two)
- Up to 5 profiles of small business owners and job seekers (SFHSA will help provide photos and support content development)

**Timeline:** Three weeks

#### **V. Reporting Requirements**

- A. Contractor will provide a **monthly** report of activities, adhering to the timetable provided in Attachment 1 to Appendix B.
- B. Contractor will provide Ad Hoc reports as required by the Department.
- C. For assistance with reporting requirements or submission of reports, contact:





Leslie.Lau1@sfgov.org  
Contract Manager, Office of Contract Management  
or  
Chandra.Johnson@sfgov.org  
Director of Communications, HSA

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# Appendix B - Approved Budget

## Circlepoint Proposed Budget

Tasks	Circlepoint Proposed Budget										Total Hours	Total Dollars	
	Principal	Senior Associate	Associate	Art Director	Senior Graphic Designer	JSI Associate	JSI Research Lead	JSI Health Communication Lead	JSI Research Lead	JSI Associate			
<b>Task 1: Initial Research and Comms Strategy</b>													
Kick off meeting with client	3.00	2.00											
Conduct secondary research	1.00	1.00											
One virtual focus group													
Two 45-60 minute Kils													
Report on initial research	1.00	1.00											
One planning meeting (virtual)	4.00	6.00											
Preliminary communications strategy	8.00	16.00											
<b>Subtotal Task 1: Initial Research and Comms Strategy</b>	<b>17.00</b>	<b>26.00</b>											
<b>Task 2: Develop and Place Prelim Launch Messages</b>													
Content for one webpage	1.00	1.00	4.00										
Content for newsletter	1.00	1.00	4.00										
Flyer for job seekers (English and Spanish)	1.00	3.00	3.00	2.00	12.00	4.00	8.00	16.00	16.00	4.00	8.00	16.00	
Flyer for employers (English and Spanish)	1.00	3.00	3.00	2.00	12.00	4.00	8.00	16.00	16.00	4.00	8.00	16.00	
One email blast	1.00	3.00	4.00	2.00	8.00								
One partner toolkit	1.00	8.00	16.00	3.00	16.00								
Preliminary social content	2.00	4.00	6.00	2.00	14.00	16.00	8.00	8.00	8.00	16.00	8.00	16.00	
<b>Subtotal Task 2: Develop and Place Prelim Launch Messages</b>	<b>8.00</b>	<b>23.00</b>	<b>40.00</b>	<b>11.00</b>	<b>67.00</b>	<b>32.00</b>	<b>44.00</b>	<b>80.00</b>	<b>80.00</b>	<b>300.00</b>	<b>\$ 3,629.00</b>	<b>\$ 3,629.00</b>	
<b>Task 3: Complete Formative Research</b>													
Six 30-45 minute interviews (five individuals and 1 CalWorks employee)	1.00	1.00											
Updated research report	1.00	1.00											
<b>Subtotal Task 3: Complete Formative Research</b>	<b>1.00</b>	<b>1.00</b>											
<b>Task 4: Update Messages and Collateral</b>													
Update flyer for job seekers	1.00	3.00	2.00		5.00	4.00	8.00	8.00	8.00	4.00	8.00	16.00	
Update flyer for employers	1.00	3.00	2.00		5.00	4.00	8.00	8.00	8.00	4.00	8.00	16.00	
Update content for web page	1.00	2.00	4.00		10.00	4.00	8.00	8.00	8.00	4.00	8.00	16.00	
Update social media content and strategy	1.00	4.00	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
One flyer for CalWorks Diversion program	1.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Create posters (2)	1.00	6.00	4.00		20.00								
5 profiles of businesses/job seekers	1.00	10.00	8.00	2.00	20.00	20.00	8.00	8.00	8.00	4.00	4.00	4.00	
<b>Subtotal Task 4: Update Messages and Collateral</b>	<b>7.00</b>	<b>31.00</b>	<b>31.00</b>	<b>8.00</b>	<b>62.00</b>	<b>20.00</b>	<b>52.00</b>	<b>60.00</b>	<b>60.00</b>	<b>271.00</b>	<b>\$ 3,160.00</b>	<b>\$ 3,160.00</b>	
<b>Labor Subtotal</b>	<b>25.00</b>	<b>49.00</b>	<b>40.00</b>	<b>11.00</b>	<b>62.00</b>	<b>106.00</b>	<b>90.00</b>	<b>96.00</b>	<b>96.00</b>	<b>479.00</b>	<b>\$ 5,800.00</b>	<b>\$ 5,800.00</b>	
<b>ODCs</b>													
Social media ads													
Key informant interview incentives													
<b>Total ODCs</b>													
<b>TOTAL</b>													

**Assumptions**  
 Three rounds of review for all deliverables/products

**Total ODCs**  
 \$ 2,500.00  
 \$ 500.00  
 \$ 3,000.00  
 \$ 98,842.00



Attachment 1 to Budget B  
Circlepoint/JobsNOW! Marketing

Deliverables	Cost to be billed upon completion of the Deliverables	Delivery Dates
<b>Task 1 – Conduct Initial Formative Research and Develop Communication Strategy</b>		
<ul style="list-style-type: none"> <li>• A high-level overview of initial formative research</li> <li>• One virtual focus group</li> <li>• Two 45-60 minute KIIs</li> <li>• One interactive planning meeting via Zoom</li> <li>• Preliminary communication strategy</li> </ul>	\$19,142 + \$500 ODCs	February 12, 2021
<b>Task 2 – Develop and Place Preliminary Launch Messages</b>		
<ul style="list-style-type: none"> <li>• Content for one webpage</li> <li>• Content for newsletter articles</li> <li>• One flyer for job seekers</li> <li>• One flyer for employers</li> <li>• One email blast</li> </ul>	\$34,804 + \$2500 ODCs	March 12, 2021
<ul style="list-style-type: none"> <li>• A partner/employer toolkit</li> <li>• Preliminary social media content</li> </ul>		
<b>Task 3 - Complete Formative Research</b>		
<ul style="list-style-type: none"> <li>• Updated summary of formative research</li> <li>• Five 30-45 minute interviews with job seekers</li> <li>• One 30-45 minute interview with a CalWorks case manager</li> </ul>	\$9769	April 9, 2021
<b>Task 4 - Revise Messages and Collateral Based on Formative Research</b>		
<ul style="list-style-type: none"> <li>• Updated flyer for job seekers</li> </ul>	\$32,127	April 30, 2021



<ul style="list-style-type: none"><li>• Updated flyer for employers</li><li>• Updated program webpage content</li><li>• Updated social media content and strategy</li><li>• Posters (up to two)</li><li>• Up to 5 profiles of small business owners and job seekers</li></ul>		
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**Total Budget Not To Exceed: \$98,842**

