



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

MEMORANDUM

Department of Benefits
and Family Support

Department of Disability
and Aging Services

P.O. Box 7988
San Francisco, CA
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London Breed
Mayor

Trent Rhorer
Executive Director

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: ANNA PIÑEDA, DEPUTY DIRECTOR FOR ECONOMIC SUPPORT AND SELF-SUFFICIENCY
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: OCTOBER 24, 2024 DS
EZ

SUBJECT: CONTRACT MODIFICATION: **CIVICMAKERS (FOR PROFIT)** for MOBILE BENEFITS CO-DESIGN

CONTRACT TERM:	<u>Current</u> 1/1/24- 6/30/25	<u>Modification</u> 7/1/25- 12/31/25	<u>Revised</u> 1/1/24- 12/31/25			
CONTRACT AMOUNT:	<u>Current</u> \$75,000	<u>Modification</u> \$54,000	<u>Revised</u> \$129,000	<u>Contingency</u> \$12,900	<u>Total</u> \$141,900	
ANNUAL AMOUNT:	<u>FY 23/24</u> \$35,800	<u>FY 24/25</u> \$67,700	<u>FY 24/25</u> \$25,500			
FUNDING SOURCES:	<u>Outside</u>					
	<u>Grant</u>	<u>Local</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$129,000				\$12,900	\$141,900
PERCENTAGE:	100%					

The San Francisco Human Services Agency (SFHSA) requests authorization to modify the existing contract with CivicMakers, for the period of July 1, 2025 to December 31, 2025 in the additional amount of \$54,000 plus a 10% contingency for a new total amount not to exceed \$141,900. 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. This modification allows for the continued partnership between CivicMakers and SFHSA to evaluate the efficacy of the Mobile Benefits Office.

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 has developed a work plan and project timeline to guide the course of work. Community residents have been identified and interviewed by the Contractor. Interview results are being 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 prototypes through onsite events. Additional services include the design of key performance indicators, continuous quality improvement, and exit surveys to help evaluate and gauge performance of the mobile benefits office. In the end, there will be a full transfer of tools to the San Francisco Human Services Agency.

Please see attached Appendix A-1 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 a grant from APHSA/Share Our Strength.

ATTACHMENTS

Appendix A-1 – Services to be Provided

Appendix B-1 – Calculation of Charges

Appendix A-1 - Services to be Provided

CivicMakers Mobile Benefits Co-Design January 1, 2024 – December 31, 2025 *Revised October 2024*

I. Purpose of Contract

Services are focused on understanding current challenges for vulnerable populations, defining design principles for the mobile office, and testing prototypes 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
CQI	Continuous Quality Improvement
KPI	Key Performance Indicators
SFHSA	San Francisco Human Services Agency
SFMFB	San Francisco-Marin 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.
- D. Journey Map Update (October 2024 – November 2024)**
1. Update Existing Journey Map:
 - Review and update existing journey map to include mandatory interview, with project team input.
 - Transfer into a format that can be shared with and edited by the SFHSA program staff going forward.
 2. Resource Transfer:
 - Incorporate project team feedback from D1 into journey map.

- Lead a 1hr handoff meeting to officially transfer the journey map to SFHSA program staff and provide guidance on updating it.

E. Evaluation Framework, Survey Instrument, and Process (November 2024– January 2025)

1. Draft Mobile Office Evaluation Framework:

- Research to identify sample customer satisfaction and overall success measures and metrics.
- Research into CQI and KPI frameworks.
- Ideation Session with Project Team (in-person).
- Compile insights into a Draft Action Plan (for how to integrate data into the KPI/CQI framework) for the Mobile Office.

2. Draft Survey Instrument and Process:

- Develop the survey instrument and process
- Test the survey with up to 5 people (HSA + SFMFB)
- Share findings with project team for feedback

3. Draft Resource Transfer:

- Incorporate Feedback on the survey instrument and process
- Final version files + handoff meeting

F. Mobile Office Evaluation (October 2025 – December 2025)

1. Draft Report:

- (As Needed) Updates to the Exit Interview.
- Project Manage the evaluation of up to 3 events.
- Coordinate goodie bags for participants (using swag from SFHSA).
- Train SFHSA & SFMFB on conducting Exit Interviews (with staff who will help conduct in 3 languages).
- Conduct Observational Research at up to 2 events.
- Conduct event debriefs (post observational visits).
- Compile data and complete a first round of data analysis (in collaboration with SFHSA & SFMFB staff).
- Complete a first draft of the findings report to share for feedback.

2. Final Report:

- Debrief with project team.
- Second Round Analysis (to explore deeper into any questions that emerged in the debrief).
- Incorporate feedback into a final draft.

*Note: Dates subject to change due to project delays, etc.

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-1 - Calculation of Charges

CivicMakers Mobile Benefits Co-Design January 1, 2024 – December 31, 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"> • Deliverable 1: Work Plan & Timeline • Deliverable 2: Analogous Research Summary 	\$7,800 <ul style="list-style-type: none"> • \$3,200 • \$4,600
Interviews (February – June 2024): <ul style="list-style-type: none"> • Deliverable 3: Interview Plan • Deliverable 4: Outreach Plan & Messaging • Deliverable 5: Interview Analysis and Summary Report • Incentive Payments 	\$28,000 <ul style="list-style-type: none"> • \$8,800 • \$3,000 • \$14,800 • \$1,400
Prototyping & Testing (July-September 2024): <ul style="list-style-type: none"> • Deliverable 6: Event Plan & Schedule • Deliverable 7: Research Plan & Evaluation Instruments • Deliverable 8: Data Collection & Summary of Findings 	\$39,200 <ul style="list-style-type: none"> • \$10,700 • \$11,300 • \$17,200
Journey Map Update (Nov 2024): <ul style="list-style-type: none"> • Deliverable 9: Draft Journey Map • Deliverable 10: Resource Transfer 	\$5,000 <ul style="list-style-type: none"> • \$3,700 • \$1,300
Evaluation Framework, Survey Instrument & Process (Nov 2024 – Jan 2025): <ul style="list-style-type: none"> • Deliverable 11: Draft Mobile Office Evaluation Framework • Deliverable 12: Draft Survey Instrument & Process • Deliverable 13: Draft Resource Transfer 	\$23,500 <ul style="list-style-type: none"> • \$15,000 • \$4,500 • \$4,000
Mobile Office Evaluation (Oct – Dec 2025): <ul style="list-style-type: none"> • Deliverable 14: Draft Report • Deliverable 15: Final Report 	\$25,500* <ul style="list-style-type: none"> • \$20,000 • \$5,500

*If it becomes clear that the vehicle will not be available by November 2025, or if HSA deems they have more immediate priorities than are outlined above, this budget can be repurposed. For example, CivicMakers can support program design in other areas such as outreach planning, website content/workflows, process improvements, onboarding staff to the program, and other training support. Any changes to the use of these funds would be contingent on an HSA approved Budget Revision.

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 \$67,700
- C.** Fiscal Year 2024-2025, budgeted for \$25,500

Total (January 1, 2024 – December 31, 2025): \$129,000