



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

Department of Benefits
and Family Support

Department of Disability
and Aging Services

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London Breed
Mayor

Trent Rhorer
Executive Director

MEMORANDUM

TO:	HUMAN SERVICES COMMISSION				
THROUGH:	TRENT RHORER, EXECUTIVE DIRECTOR				
FROM:	DAN KAPLAN, DEPUTY DIRECTOR ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS				
DATE:	MAY 19, 2023				
SUBJECT:	NEW CONTRACT: DIVISION OF LABOR (FOR PROFIT) TO PROVIDE RESOURCE FAMILY RECRUITMENT CAMPAIGN				
TERM:	7/1/23-6/20/25				
AMOUNT:	<u>New</u>	<u>Contingency</u>	<u>Total</u>		
	\$280,000	\$28,000	\$308,000		
ANNUAL AMOUNT:	<u>FY23-24</u>	<u>FY24-25</u>			
	\$140,000	\$140,000			
Funding Source FUNDING:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$280,000			\$28,000	\$308,000
PERCENTAGE:	100%				

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The Department of Benefits and Family Support (BFS) requests authorization to enter into a contract with Division of Labor for the period of 7/1/23 to 6/30/25, in an amount of \$280,000 plus a 10% contingency for a total amount not to exceed \$308,000. The purpose is to develop, finalize and implement a foster/resource family recruitment and retention strategy and a communications and multi-media campaign.

Background

Resource families (formerly known as foster families) provide foster youth with an opportunity to grow and develop in a family environment. Finding families ready to look after children in foster care is one of the

most important responsibilities of the child welfare system. FCS must retain and recruit a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and needs.

There is currently a shortage of resource families in San Francisco. As a result, more than half of San Francisco foster youth are placed outside the City. If a child must be separated from their home, they are also frequently removed from their school, siblings and neighbors. This can be traumatic for children who have already experienced separation from their families. The City has an urgent need for new resource parents to help keep kids in their communities and in San Francisco.

The primary goal of this effort is two-fold: to increase public awareness of the need for resource families in our city and to motivate people to take actions towards fostering. These actions include visiting our Foster-SF.org recruitment website to learn about how they can help, providing their contact information, signing up for a resource family recruitment event, and/or to ultimately make the decision to foster a child.

Services to be Provided

The Contractor, working with HSA Communication and FCS staff, will develop a complete advertising campaign, including culturally competent creative development and multiple phases of message testing, including key audiences and target populations.

The campaign will include paid advertisements (including out-of-home, digital and social media ads), public and media relations, new outreach/marketing materials and a refreshed recruitment website. In the second year, the campaign will be updated and refreshed, and ads run to continue the campaign's momentum.

This will be accomplished through the following services:

1. Campaign Development
2. Creative Concepting/Development and Concept testing
3. Creative Production
4. Advertising placement and maintenance
5. Planning: Media, Social Media and Public Relations

For a complete list of deliverables, please see attached Appendix A: Scope of Services

Selection

Contractor was selected through Request for Proposals 1080, which was competitively bid in January 2023. Division of Labor has worked with the Department in the past on previous campaigns.

Funding

Funding for this grant is provided entirely by City and County General Funds.

ATTACHMENTS

Appendix A – Services to be Provided

Appendix B – Budget

Appendix A: Services to be Provided
Division of Labor
Strategic Planning for Resource Family Recruitment
July 1, 2023 to June 30, 2025

I. Purpose of Contract

The purpose of will be to develop, finalize and implement a foster/resource family recruitment and retention strategy and a communications and multi-media campaign. This contract is part of a multi-year, multi-prong effort to increase the number of resources homes for children in San Francisco. This plan includes the following components:

1. Research
2. Family recruitment planning
3. Media strategy, procurement and implementation
4. Communication and project management

Background:

If a child must be removed from their family for safety reasons, resource families provide foster youth with an opportunity to grow and develop in a caring environment. Finding adults and families ready to look after these children is one of the most important responsibilities of the child welfare system. Family and Children’s Services (FCS) must retain and recruit a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and necessities.

There is currently a severe shortage of resource families in San Francisco. As a result, more than half of our foster youth are placed outside the City. If a child must be separated from their home, they are also frequently removed from their school, siblings and neighbors. This can be traumatic for children who have already experienced separation from their families. The Department has an urgent need for new resource families to help keep kids in their communities.

Goals

- A. The primary goal of this effort is two-fold: to increase public awareness of the need for and lack of existing resource families, and to motivate people to take action towards fostering, e.g. visiting Foster-SF.org recruitment website to learn more, providing their email, phone number or signing up for a resource family recruitment event.
- B. Develop and implement an effective marketing campaign and materials to support recruitment strategies that raise awareness of the need for hones, dispel myths around being a resource family, and raising the call to action for San Franciscans to get involved.
- C. It is the intention to increase the percentage Resource Homes and placement options within the City and County of San Francisco for all eligible youth in out-of-home placement, from birth to 21 years old by 15% each contract year.

- D. Increase the number of resource families to specifically care for foster teenagers, teenagers with their own children, non-minor dependents, and children with medical needs and disabilities.
- E. Retain existing resource families with resources and support in order to improve retention rates.

II. Definitions

- Binti:** Resource family software for agencies and government
- CARBON:** Contracts Administration Reporting & Billing Online database
- CONTRACTOR:** Division of Labor (DoL)
- FCS:** Family and Children Services
- HSA:** Human Services Agency
- LGTBQ:** Lesbian, Gay, Transgender, Bisexual, Queer/Questioning intersex, asexual, and more

Resource Families:

A “resource family” is an individual or a couple that a county determines to have successfully met both the home approval standards and the permanency assessment criteria necessary for providing care for a related or unrelated child who is under the jurisdiction of the juvenile court, or otherwise in the care of a county child welfare agency or probation department.

OOH Out of Home

Subcontractor: TBD

III. Target Population

The secondary goal of this effort is to engage stakeholders and identify and target demographics identified in the Phase 1 research brief (see below) developed by DoL, with a specific focus on targeted populations identified, including members of the African-American, Latinx, LGBTQ communities, potential resource parents willing to foster teens as well as the faith-based community and San Francisco residents willing to be resource family for teenagers.

IV. Description of Services

Elements of the family resource recruitment plan should include the research, design and creation of a comprehensive campaign to raise awareness of the need for additional foster homes and to recruit new resource parents. The campaign plan will encompass a

complete advertising campaign, including creative development and multiple phases of message testing, including testing with key audiences and target populations identified in the media strategy.

The campaign will include paid advertisements (including out-of-home, digital and social media ads), public and media relations, new outreach/marketing materials and a refreshed recruitment website. In the second year, the campaign will be updated and refreshed, and ads run to continue the campaign's momentum.

Contractor will also serve as the lead agency for the overall campaign, including collaboration with media buyers and public relations partners. Contractor will provide on-going project management, tracking, continuous ad optimization throughout the contract, strategic support, photography and videography services, as well as securing talent and providing graphic design support. Contractor will also provide a comprehensive campaign performance and analysis report before the end of the contract term.

Any design files, advertising materials, creative content (print and digital), video b-roll, photography, media release forms, project strategy and concepting materials must be transferred to the SFHSA Communications team.

Contractor will approach the project in multiple phases: Strategy, Concepting, Production, Ad Placement and Optimization/Maintenance.

Timeline:

A timeline of July 1, 2023, to June 30, 2025.

Contractor shall provide the following services during the term of this contract:

A. Proposed Campaign Development Phases:

PHASE I: Research & Planning – Strategy, Media, Public Relations

Contractor will review existing client provided materials, get additional background during kick-off meeting with client and create a research campaign brief based on programmatic objectives, goals and outcomes to be presented and approved by SFHSA. Market research should include if previous creatives were effective and an explanation if and why new creative concepts are needed, along with insights about target audiences for the campaign on who is most likely to foster and where they live in the County, as well as an overview of industry best practices in recruitment. Ideally, creative concepts would align with previous campaign creatives to bridge and enhance storytelling and visuals.

SFHSA will provide Contractor with previous creatives and lessons learned as part of market research and assessment.

Along with SFHSA, Contractor will brief and collaborate with media buyer and public relations consultant for both media, social media and public relations plans.

Phase I Deliverables:

1. Creative Brief containing market research and best practices, with messaging based on research findings of likely resource families.
2. Plans for media, social media and public relations

B. PHASE II: Creative Concepting/Development & Concept Testing

Contractor will conceptualize ideas and messaging based upon the provided creative brief and agreed-upon objectives, goals and outcomes identified in PHASE I, and will present two to three campaign options for SFHSA staff to choose from, with the goal of moving forward into production for one campaign idea. Ideally, creative concepts would align with previous campaign creatives to bridge and enhance storytelling and visuals. Creative concepts should incorporate a multi-cultural marketing lens and be culturally responsive to SFHSA's diverse audiences and their needs.

Phase II Deliverables:

1. Continue to develop and finalize recruitment and retention strategies. This includes targeted population-appropriate strategies that may include, but are not limited to specific demographics and neighborhoods, community groups, faith based and non-profit organizations, schools, businesses, etc.
2. As needed, conduct community engagement/message testing to refine messages.
3. Design and complete recruitment plan, resulting in one approved campaign concept
4. Production-ready OOH, print, digital and social media ads
5. Website refresh design, including home web page hero asset (visual and copy)
6. Overall brand identity (color palette and font) to match with the overall creative campaign.
7. Event kit for the FCS Resource Family recruitment team, including creating content and translation of brochures, fact sheets, event signage, banners and related materials, including electronic delivery of all materials. Table skirts and giveaways also included. Marketing materials include:
 - a. Two fact sheet flyers
 - b. Thank you postcard for the SFHSA recruitment team
 - c. Social media toolkit.

C. PHASE III: Creative Production

Contractor will produce and deliver final creative pieces based upon approved media plan. This includes graphic design services, securing hired and other talent for videography and photography services, photography and touchup services, videography with all phases of production. This phase includes securing signed media release forms by all hired and volunteer talent. Hired and volunteer talent

should reflect San Francisco’s populations, demographics, and diverse communities and neighborhoods.

Phase III Deliverables:

1. Final produced Campaign Assets
2. A photo library depicting foster youth and/or families, in San Francisco settings. Photos should emphasize youth that FCS has the greatest need for resource homes, e.g. teenagers, Transitional Aged Youth, and other groups identified by FCS.
3. Recruitment Materials, including creative and design files, which may include fact sheets, brochures, posters, web site developments and updates, digital and social media advertisements
4. Establish effectiveness of materials and campaigns by implementing a message testing process that refines and evolves campaign messages based on testing results. Metrics include, but are not limited to: focus groups, A/B testing, website analytics, Search Engine Optimization (SEO), monitoring recruitment hotline calls, requests for presentations, etcetera.

D. PHASE IV: Advertisement Placement, Message Testing, Optimization and Maintenance

Contractor will execute a public relations and advertising strategy and provide on-going project management, monthly campaign tracking reports to include social engagement, digital advertising, earned and paid media, website metrics, SEO results, impressions from paid out of home (if applicable), and ongoing creative ad optimization recommendations based upon weekly/bi-weekly campaign tracking reports.

Contractor will design and execute message testing with target audiences and demographics. Testing may include A/B testing, focus groups, and/or other best practices.

Public relations activities include creating pitch ideas, producing a targeted list of reporters likely to cover the issue, pitching reporters and coordinating responses. Contractor should also help secure, develop, and vet human interest stories that compliment media pitches. Examples of this include human interest stories or spotlights on individuals who have decided to become resource families, the reasons why they decided to sign up and how rewarding it is to foster children.

E. PHASE V: Planning – Media, Social Media and Public Relations

Contractor will provide Media, Social Media and Public Relations plan and purchase media on behalf of SFHSA. The media, social media and public relations plan must include learnings and weekly/bi-weekly optimization action plans and reports.

Phase V Deliverables:

1. Media, social media, and Public Relations Plan

PHASE VI: Tracking/Maintenance

Contractor will provide on-going account/project management, campaign tracking, weekly/bi-weekly creative optimization.

Phase VI Deliverables:

1. Tracking Overviews, Creative Optimization Recommendations including:
 - a. Weekly campaign performance reports including overview of progression of campaign with recommendations for creative optimization
2. Quarterly report on campaign progress and implementation and effectiveness, along with procurement and placement of the advertising.
3. Establish ongoing benchmarks of success for each phase of the advertising campaign. Metrics to include:
 - a. Increased web traffic to Foster-SF webpage, including utilizing paid SEO techniques
 - b. Average time or hits on website
 - c. 20% increase in number interested inquires
 - d. Increase in request for presentations from recruitment team
 - e. Increase in number of unique views of Foster-SF (data from HSA web analytics)
 - f. Increase in number of unique clicks of the "Get Started" button on website
 - g. Increase in number of unique individuals who create an account on Binti
 - h. Increase in number of unique individuals who start an application in person, on paper, via Binti (data from Binti, disaggregated)
 - i. Increase in number of individuals who indicate "advertisement," "word of mouth," and/or "event recruitment" in response to "how did you hear about us" section of application
 - j. Increase in Resource Family applications, including completing home assessment, background checks and resource family application paperwork as part of application process
 - k. Increased general awareness in pre and post advertising campaigns, as demonstrated in focus groups and/or surveys
 - l. Reporting on social media marketing and analytic metrics, including Facebook, Instagram and other appropriate channels
 - m. Insights on unique individuals who began the application process and at any time abandoned the RFA process and at what step.
 - A. Note this will be partnership between SFHSA and contractor to understand if abandonment is due to unmet expectations from advertising or RFA training, including operational gaps in the actual RFA process.

F. PHASE VII: Final Campaign Engagement and Performance Report

Contractor will provide a final report with performance, insights and analytics metrics on the effectiveness of the campaign, advertising placements and lessons learned as placements were optimized. This report should serve as a foundation and market research for foster care campaigns in future years.

Phase VII Deliverables:

1. Final campaign report with overall performance of advertising and public relations efforts resulting in increased awareness of need for foster homes and increased interest and applications for resource parents.
2. Report will include performance analytics and dashboards on various elements of campaign.
3. Conclusions will include lessons learned and recommendations for next steps to increase number of resource families, including for specific populations to care for example, teenagers, teenagers with children, Transitional Aged Youth, etc.

V. Project Management Deliverables:

- B. Provide a monthly progress report on deliverables. This may be in person, over the phone, and will include any subcontractors, as requested.
- C. Weekly data analysis reports and recommendations to FCS to drive continuous quality improvement of the agency current recruitment plan.
- D. Presentations as requested to FCS and SFHSA staff on updates, findings and recommendations.
- E. Provide Quarterly and Annual reports, providing details on progress for the scope of work and each phase.
- F. Contractor will provide final campaign tracking report for at the duration of each phase of the contract.

VI. Location and Time of Services

The bulk of Contractor's work shall be done at their own location. When necessary, Contractor will work directly with staff and resource parents, such as attending face-to-face meetings, at locations to be determined.

VII. Media Plan Deliverables

Deliverables	Estimated Completion Dates
Phase 2: Develop and finalize targeted population-appropriate strategies that may include, but are not limited to specific demographics and neighborhoods, community groups, faith based and non-profit organizations, schools, businesses, etc.	August 2023
Phase 2: Finalize a comprehensive, broad reach media strategy that includes a multi-media, multi-channel campaign.	September 2023

Phase 3: Completion of a new photo library, with potential video content, with approved images/video by SFHSA	September 2023
Phase 3: Advertising campaign launches, potentially including all the following: outdoor ads, digital and social media ads	First phase of advertising: October-December 2023 Second phase: Approx. April-May 2024
Phase: Continue to iterate and refine messaging and ad campaigns	Ongoing
Phase 4: Completion of agreed upon educational materials, including translated materials	January 2024

I. Reporting Requirements

- A. Contractor will provide a **quarterly** report of activities, referencing the tasks as described in Section- Outcomes/Deliverables. Grantee will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter.
- B. Contractor will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section- Outcomes/Deliverables. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
- C. Contractor will produce advertising metrics reports quarterly to measure effectiveness of advertising campaign.
- D. For assistance with reporting requirements or submission of reports, contact: Ella.Lee@sfgov.org, Contract Manager, Office of Contract Management, and ___Joe Molica, Communications Manager, SFHSA

Appendix B

Exhibit A: Cost Overview - 24 Month Engagement

<u>AGENCY FEES</u>	Hourly Rate	Total Hours	Total
ACCOUNT TEAM			
Account Director	\$200	180	\$36,000
CREATIVE TEAM			
ECD/Writer	\$250	80	\$20,000
Creative Director/AD	\$225	150	\$33,750
Copywriter	\$110	40	\$4,400
Graphic Designer	\$150	0	\$0
STRATEGY			
Sr Strategist	\$180	0	\$0
ADMIN			
Director of Finance	\$225	0	\$0
Total Creative Agency Fees			\$94,150
Media Freelancer Fees			\$11,250
PR Freelancer Fees			\$4,600
TOTAL FEES			\$110,400
<u>HARD COSTS</u>			
Media			\$120,000
Production/Research			\$50,000
Licensing			\$0
Total Hard Costs			\$0
TOTAL COSTS			\$280,000

Cost by Deliverables

TASK	COST	DUE DATE
Task One - Research and Planning	\$20,000	7.30.23
Creative Brief		
Research Plan		
Strategic Plan w/ Objectives and Strategies		
Year One Media Plan Recommendation		
Year One PR Plan Recommendation		
Task Two - Year One Campaign Concepting	\$55,000	8.30.23
Production Ready Campaign Files		
Website Look and Feel PNG		
Resource Family Event Kit		
Brand Identity Guide		
Task Three - Year One Campaign Production	\$35,000	9.30.23
Paid Media Campaign Assets (50% paid prior to start date)		
Photo Library and Video Files		
Recruitment Materials - Creative and Design Files		
Campaign Effectiveness Plan		
Task Four - Year One Media Ad Placements and Public Relations Plan Live	\$60,000	9.30.23
Three Month Media Inventory (100% paid prior to purchase)		
Task Five - Year One Campaign Tracking	Included	On-Going
Eleven Weekly Reports		
Four Quarterly Reports		
Task Six - Year One Final Campaign Performance Report	\$2,500	1/30/24
Year One Final Campaign Performance Report & Recommendations		
Task Seven - Year Two Planning	\$5,000	6/30/24
Year Two Strategic Plan w/ Objectives and Strategies		
Year Two Media Plan Recommendation		
Year Two PR Plan Recommendation		
Task Eight - Year Two Campaign Concepting/Recommendations	\$25,000	7/30/24
Revised Messaging Recommendation		
Task Nine - Year Two Campaign Production	\$15,000	8/30/24
Paid Media Campaign Assets (50% paid prior to start date)		
Campaign Effectiveness Plan		

Task Ten - Year Two Media Ad Placements and Public Relations Plan Live	\$60,000	10/30/24
Three Month Media Inventory (100% paid prior to purchase)		
Task Eleven - Year Two Campaign Tracking	Included	On-Going
Eleven Weekly Reports		
Three Quarterly Reports		
Task Twelve - Year Two Final Campaign Performance Report	\$2,500	03/30/25
Year One Final Campaign Performance Report & Recommendations		
Total Agency Fees & Research	\$110,400	
Total Production	\$50,000	
Total Media	\$120,000	
GRAND TOTAL	\$280,000	

- I. Contractor shall submit invoices into CARBON as each deliverable is reached.
- II. The total amount of this budget is **\$280,000**.
- III. 10% Contingency of \$28,000 may be available at the agreement of both parties
- IV. The total amount of the contract shall not exceed **\$308,000**.