



Department of Public Health

Proposal to Provide Marketing and Advertising Services for the Sugary Drinks Distributor Tax Advisory Committee

Civic Edge Consulting

Alia Al-Sharif, Partner

25 Taylor Street, San Francisco CA 94102

hello@thecivicedge.com | 415-915-0511



Letter of Interest and Approach

June 14, 2019

Marianne Szeto + Christina Goette
San Francisco Department of Public Health
25 Van Ness Ave., Suite 345

Dear Ms. Szeto + Ms. Goette:

Civic Edge Consulting (Civic Edge) is thrilled to submit the following proposal to the San Francisco Department of Public Health to provide marketing and advertising services for the Sugary Drinks Distributor Tax Advisory Committee.

Founded in 2003, Civic Edge is a women-owned, employee-led company. Our dynamic team brings together communications strategists, marketing experts, community outreach specialists, and design creatives. We are proud of our strong track record on behalf of our many civic sector clients in strategic communications, messaging and collateral development, campaign implementation, advertising and media relations, and nuanced, effective community outreach.

Understanding the urgency and the significance of making a big impact quickly, we are excited to bring on board **lowercase productions** and **Circlepoint**, two talented partner firms we have worked with extensively in the past to develop and implement high-profile advertising campaigns. The creative experts at lowercase productions will lead design on the look and feel of the campaign, creating eye-catching visuals that underscore the heart of our messaging. The seasoned advertising experts at Circlepoint will add to our overall strategy, making sure that the ads are placed where they will have the greatest chance to resonate and make a difference.

Leading the charge, Civic Edge brings more than a decade of experience in providing marketing and advertising services for public agencies and organizations across the Bay Area. Most recently, our team has had the privilege of leading marketing strategies for the Port of San Francisco, the San Francisco Municipal Transportation Agency, and the Office of Economic and Workforce Development.

We Know Public Agencies

Civic Edge has worked with dozens upon dozens of public agencies, both big and small, delivering award-winning communications and outreach campaigns to agencies, municipalities, nonprofits, and civic organizations throughout the nine-county Bay Area. We know the ins and outs of how public agencies operate and always strive to serve as an extension of your team. We are excited about the possibility of supporting your agency and the Sugary Drinks Distributor Tax Advisory Committee with the development of a compelling campaign that captures the public health benefits of a state tax and counters perceptions of potential negative economic effects.

We Know Creativity Counts

Turning heads in 2019 takes knowing your audience, a lot of innovation, and an eye-catching message in sleek design. We'll push your team to



Letter of Interest and Approach

the edge of what is possible creatively, offering you suggestions and recommendations that are on par with the energy and imagination characteristic of the Bay Area—and have that touch of extra sparkle. Building on our depth of experience designing successful strategic marketing campaigns and creative materials for dozens of organizations, cities, and government agencies, we cannot wait to work collaboratively with your team to share the important story of the Sugary Drinks Distributor Tax.

Our team stands ready to provide the Committee with strategic guidance and creative ideas for engaging your key audiences. We will provide hands-on management of all project tasks, including a single point-of-contact who can focus on directing team members and resources, anticipating project needs and concerns.

At Civic Edge, we take great pride in developing strategies for our clients that go beyond the norm or expected—we put together smart teams, bring cutting-edge concepts, and dream up sharp solutions to achieve our client's important and ambitious goals. Our team would be delighted to work side-by-side with your team to drum up excitement and broaden and deepen the city's awareness of how life-changing the revenue from the Sugary Drinks Distributor Tax truly has been.

Sincerely,



Alia Al-Sharif
Partner, Civic Edge Consulting



Project Team and Experience

Sugary Drinks Distributor Tax Advisory Committee Proposal • June 14, 2019



Qualifications and Experience

Civic Edge provides authentic community engagement, responsive public relations, and forward-thinking strategic communications to strengthen and improve the communities in which we live and work.

We are a diverse group of former political advisors and aides, public relations and communications experts, and creative strategists. And we are proudly local. Many of our team members are originally from the Bay Area, bringing a homegrown perspective to how we approach solutions and craft messaging.

With an understanding that no two audiences are alike, we have helped get the word out on projects big and small—from major construction and climate change projects to new bus lines and bike lanes.

While we take pride in our work as individuals, we know that our greatest achievements and surest road to success comes from thinking collaboratively—with each other and our clients. We have project management tools in place that help us to become an extension of our clients' teams and work seamlessly between different offices.

Civic Edge specializes in crafting messages that resonate with the Bay Area's diverse residents and developing innovative communications campaigns that promote behavior change.



Our Partners

Civic Edge is proud to serve as lead consultant on this proposal submission. Drawing from our partners' shared experience working in San Francisco, as well as our collective history in developing strategic communications for large-scale infrastructure projects, we are pleased to have assembled what we believe is the ideal team for a cutting-edge and targeted education and communications effort for the Sugary Drinks Distributor Tax.

To help us think creatively about the story we want to tell and how we want to tell it, we have brought **lowercase productions** on board as a team of visual communicators. Civic Edge has enjoyed a long and successful partnership with lowercase productions, collaborating on dozens of projects related to infrastructure improvements, urban design, and community engagement. Together, we have helped clients hone in on their key messages and design campaigns that not only look great, but also engage folks in new ways and shift perceptions.

The communications and media team at **Circlepoint** specializes in navigating the ever-changing landscape of communications and media to engage stakeholders and motivate positive behavior change. Through their strategic process for integrated marketing communications with uniquely tailored advertising approach, Circlepoint aligns unique challenges and engages intended audiences through highly effective campaigns. Circlepoint will lead media buys, coordinate online ad purchasing, and provide all tracking and reporting on results.

Though our full bench would be available to you, we are excited to propose from the Civic Edge team Partner Alia Al-Sharif, Partner Amber Shipley, Senior Strategic Advisor Peter Lauterborn, from lowercase productions Creative Director David Schellinger, and from the Circlepoint team Principal Rochelle Germano and Project Manager Nguyen "Win" Pham as your designated marketing and advertising team.

Project Team



Relevant Clients

- San Francisco County Transportation Authority
- San Francisco Municipal Transportation Authority
- Office of Economic and Workforce Development

Alia Al-Sharif, Partner, Civic Edge

Alia Al-Sharif is a communications and creative messaging whiz who leads complex, multi-stakeholder campaigns and initiatives throughout the Bay Area. She consistently thinks outside of the box and utilizes field best practices—while applying a flair all her own—to excel at meeting her clients’ most challenging endeavors.

She has worked on numerous political campaigns and brings ten years of coalition building and event management experience to the firm. She studied Public Affairs and Practical Politics as a graduate student at the University of San Francisco where she had the privilege of being taught by some of the country’s most well respected politicians. In her spare time, Alia enjoys blazing the Bay Area’s trails by bike, and is actively involved in a handful of local organizations that promote access, equity, and thriving communities for all.



Relevant Clients

- Port of San Francisco
- San Francisco Municipal Transportation Agency (SFMTA)
- Vision Zero SF

Amber Shipley, Partner, Civic Edge

Amber Shipley joined Civic Edge Consulting after more than a decade of developing her policy and communications skills in Washington D.C. From Capitol Hill to the nonprofit sector, Amber has worked with elected officials, public agencies, and nonprofits across the country, successfully designing and implementing strategic outreach campaigns across a diverse set of issue areas.

With Civic Edge, Amber works with a number of public sector clients, including the San Francisco Municipal Transportation Agency, the Port of San Francisco, and the Metropolitan Transportation Commission. She excels at conceptualizing detailed public engagement plans that are tailored to achieve clients’ specific communication goals across a broad range of communities. Amber brings big-picture thinking backed by the know-how to follow through on all aspects of a campaign, from organizing community meetings to forming insightful focus groups.

Amber holds a B.A. in politics from Whitman College, a M.A. from Rutgers University in women’s and gender studies, and a Master’s in Public Policy from the University of Minnesota’s Humphrey Institute of Public Affairs.

Project Team



Relevant Clients

- Contra Costa Transportation Authority
- San Francisco Municipal Transportation Authority
- San Francisco County Transportation Authority
- San Francisco Office of the Controller

Peter Lauterborn, Senior Strategic Advisor, Civic Edge

Peter brings a passion for all things Bay Area to Civic Edge Consulting. Prior to joining Civic Edge, Peter served as a legislative aide with the San Francisco Board of Supervisors, focusing on the environmental, transportation, health and education policy. He also worked with the Department of Children, Youth and Their Families, where he directed Youth Vote, a civic education and engagement program in every public middle and high school of San Francisco.

As part of Civic Edge, Peter leads development and execution on multiple county-wide outreach strategies and social media campaigns. He has navigated complex media relations, developed comprehensive communication and engagement strategies, and overseen creation of a wide array of multilingual and multimedia outreach strategies.

Peter graduated from San Francisco State University with a B.A. in History. He spends his free time playing music, rock climbing, cooking, and exploring his beloved San Francisco.



Relevant Clients

- Transportation Authority On-Call Design Services
- Metropolitan Transportation Commission On-Call Communications Services
- San Francisco Department of Public Works

David Schellinger, Creative Director, lowercase productions

For over a decade, David has provided visionary leadership on all of our public agency visual communications projects, helping to bring a sense of cohesion, insight and clear vision to the work at hand, and integrity and finesse to the project's conclusion. As founder and owner of lowercase productions, David's goal remains focused on being able to communicate with the end user and share graphic design material in an appealing, meaningful manner.

Project Team



Relevant Clients

- San Francisco Municipal Transportation Agency
- Peninsula Clean Energy
- Port of San Francisco
- Vision Zero

Rochelle Germano, Principal, Circlepoint

Rochelle is a communications and outreach specialist with experience at the national and regional level. She has demonstrated results in designing and implementing public outreach, behavior change, and marketing campaigns. She is currently working on outreach and behavior change projects around the Bay Area. She has experience coordinating effective communications between the public and governmental agencies and a strong ability to translate complicated technical issues into easily understood terms.



Relevant Clients

- San Francisco Municipal Transportation Agency
- Peninsula Clean Energy
- Port of San Francisco
- Vision Zero

Nguyen "Win" Pham, Project Manager, Circlepoint

Nguyen is a marketing and communications professional with an aptitude for maintaining calm and flexibility under pressure. He has the outstanding ability to synthesize broad information and data into clear, creative, and compelling campaigns and calls-to-action. Nguyen has exceptional results-focused organization skills and has demonstrated competencies in crafting strategic, data-driven communications plans. He has enlightened capacity for cross-functional communication management, fluency in the language of sustainability, and the refined ability to interface with subject matter experts and with laypeople alike.



Examples of Most Recent Work

Embarcadero Seawall Program

Port of San Francisco

In September 2017, Civic Edge Consulting was hired by the Port of San Francisco to lead strategic communications, outreach, and stakeholder engagement for the Embarcadero Seawall Program. From the strategy, branding, and messaging development to the on-the-ground implementation, Civic Edge is matching the importance and ambition of this project with our comprehensive approach.

Communicating the importance of a largely unseen and unknown piece of infrastructure required strong brand development and lots of creativity. With the region as our audience, from community leaders and elected officials to elementary school students, Seawall branding required broad appeal, accessibility, and flexibility. A quick engagement “pop-up” for events in the park? We created a magnetic board and asked people what they love about the waterfront. Social media advertisements? We updated those magnets for digital ads. Need high-level collateral? We used the same graphics to create a bookmark at the Embarcadero Seawall.

Project Manager

Kirsten Southey,
Deputy Communications
Director
Port of San Francisco
kirsten.southey@sfport.com

Project Team

Civic Edge Consulting
lowercase productions
Circlepoint



Project Budget

\$1,695,000

Project Schedule

September 2017 - Present

On Time and Budget?

Yes!

Embarcadero Seawall Program



From "tried-and-true" approaches like boards at community meetings to the less traditional branded beers, robust community engagement and pointed marketing lead to citywide support for the Seawall Program. In spring of 2017, polling showed that just 9 percent of San Franciscans were very familiar with the Embarcadero Seawall. Over a year later, 82 percent voted in favor of a bond measure to fund strengthening the Seawall.

Vision Zero SF

San Francisco Municipal Transportation Agency

In January 2016, Civic Edge Consulting was hired by the SFMTA to assist in developing a media strategy, crafting overall messaging, and developing an outreach and engagement campaign for Vision Zero SF.

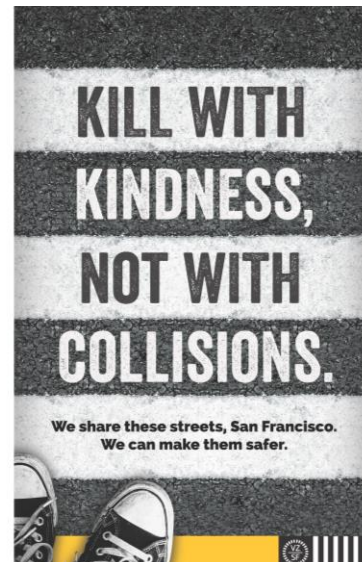
Recognizing that our communities face diverse challenges, our team put equity and creativity at the heart of our work for Vision Zero, engaging communities in vulnerable traffic corridors and developing a suite of memorable activities and collateral. With the Vision Zero Hero mascot and reflective slap bracelets, we've reached over 20,000 people in two years with the Vision Zero SF message. The Kill with Kindness – Not Collisions advertisements featured at transit hubs share Vision Zero's message of behavior change.



TAKE THE VISION ZERO PLEDGE AND COMMIT TO SAFER STREETS!

-  Slow down and look around – especially at intersections
-  Know the rules of the road – pedestrians have the right of way
-  Be alert when traveling on city streets
-  Share this pledge with family and friends

 @VISIONZEROSF 



Project Manager

John Knox White,
Programs Manager, Sustainable Streets
San Francisco Municipal Transportation Agency
john.knoxwhite@sfmta.com

Project Team

Civic Edge Consulting
lowercase productions
Circlepoint

Project Budget

\$750,000

Project Schedule

January 2016 - Present

On Time and Budget?

Yes!

Vision Zero SF

Civic Edge recognizes that one-on-one conversations are invaluable when addressing Vision Zero's sensitive messages about traffic safety and collisions. We also know that integral to our outreach was the organization of a skilled street team that provided accessible points of engagement. The Vision Zero Hero and the accompanying SWAG, highly visible slap bracelets and capes, allow for an outlet to speak affirmatively about street safety and connect with harder to reach audiences such as young people and monolingual non-English speaking communities.



Muni Forward

San Francisco Municipal Transportation Agency

In 2013, Civic Edge was selected to lead a multi-year communications and outreach effort for the SFMTA's Transit Effectiveness Project (TEP). As the massive project neared approval of its Environmental Impact Report, Civic Edge developed an aggressive outreach strategy to increase community engagement and support. Our team conducted separate outreach meetings in each of the supervisorial districts over the course of three weeks. We understood that many communities which had not recently been engaged with the project required renewed inclusion through thoughtfully arranged meetings with appropriate translation and in-language outreach.

As we launched the Muni Forward portion of the campaign in 2015, our team altered its approach, focusing on a neighborhood-by-neighborhood campaign that could tailor the information to the proposed bus line changes and accompanying transit benefit for each community.

Project Manager

Sean Kennedy, Planning Manager
(415) 701-4599
sean.kennedy@sfmta.com

Project Team

Civic Edge
Circlepoint

Project Budget

\$1,850,000

Project Schedule

Oct. 2013 – Oct. 2016

Project Area

San Francisco

On Time and Budget?

Yes!



Examples of Recent Work

Construction Mitigation Marketing Program

Client: Office of Economic and Workforce Development

The Open for Business Program (OFB) provides focused, customized marketing materials that incorporate the unique identity of each neighborhood, reminding residents and visitors alike that the city's vibrant shopping districts are open for business during major city infrastructure projects.

Civic Edge oversaw the development of materials from start to finish. This included setting up initial meetings with merchant groups—and in the absence of an existing merchant group, establishing representatives of the business community who could serve as decision makers. Using merchant feedback, we created a variety of materials to best fit the corridor's needs and goals. We brought its expertise to give each corridor a unique brand identity and create custom pieces for the neighborhood merchants.

Every neighborhood received professional photographs and posters featuring a unique color palette and tagline to highlight its identity. In addition, corridors selected custom items developed by Civic Edge, including directional signage, retail directories, street banners, posters, logos, "swag" items such as tote bags, and social media marketing campaigns. Our work can be seen on major corridors like Upper/Middle and Lower Polk Street, Van Ness Avenue, and West Portal. We are currently developing campaigns for Castro and Haight Ashbury.

Project Manager

Jorge Rivas, Senior Program Manager, OEWD
(415) 554-7613
jorge.rivas@sfgov.org

Project Team

Civic Edge
lowercase productions

Project Budget

\$367,000

Project Schedule

January 2016 - Present

Project Area

San Francisco

On Time and Budget?

Yes!





Project Approach and Budget



Project Approach + Scope

With our extensive experience developing city and public agency strategic communications plans—and our team’s shared commitment to curbing the detrimental impacts sugary beverages—Civic Edge Consulting is uniquely positioned and ready to hit the ground running in creating a strategic marketing and advertising work plan with your agency and the Tax Advisory Committee. We have no time to waste on boring ads—our entire team will be laser focused on optimizing our reach and making a splash. We will work closely with your team to develop a suite of impactful materials and implement a campaign that shines a spotlight on the big benefits associated with the Sugary Drinks Distributor Tax.

The Task at Hand | Project Understanding

In 2016, San Franciscans were ready for the Sugary Drinks Distributor Tax. More than 62 percent of voters approved the measure. Since then, there has been little discussion within the community about the impact it has had.

Resuming the conversation and returning to the community leaders who weighed in on the proposal, both those in favor and those who opposed, will be a critical first step to launching the new campaign. We will draw from the lessons learned, including what worked successfully in 2016 and what posed challenges to gaining support for the measure in 2014, to work with your agency and the Tax Advisory Committee in crafting a message that will carry this important issue forward. Our work begins with the project kickoff.

Task 1: Project Kickoff Meeting | June 2019

Getting off on the right foot for projects is essential. The ability to clearly define our project’s goals, timelines, and team communication protocols will ensure the success of our work together. To begin this process in sync, we will start the project by hosting a kickoff meeting that includes key agency staff and Tax Advisory Committee members and our project team.

The kickoff meeting will be an opportunity for agency staff to provide further background, share your hopes for the project, and help refine the approach. We will develop an agenda and distribute materials to meeting participants to help everyone participate in the creative process. At the kickoff meeting, we will also review the short- and long-term goals of our work together, our timeline for deliverables, staffing structure, and communications protocols.

In addition to laying this foundation to think about the campaign’s core audiences and ambassadors, the kickoff meeting will be an opportunity for agency staff to provide further background, share your hopes for the project, and help refine the approach. We will develop an agenda and distribute materials to meeting participants to help everyone participate in the creative process. At the kickoff meeting, we will also review the short- and long-term goals of our work together, our timeline for deliverables, staffing structure, and communications protocols.

At the onset of the project, Civic Edge will work with agency staff to develop an effective work method that leverages strong lines of



Project Approach + Scope

communication. The culture of Civic Edge is built upon a collaborative team environment of interdisciplinary coordination, communication, and standards of excellence.

Tasks could include:

- Background research and summary of findings
- Kickoff meeting agenda, attendance, and minutes
- Ongoing project and task management

Task 2: Strategic Marketing Work Plan | July 2019

As we prepare for the project kickoff meeting, we will do a deep dive into the prior and existing communication channels and tactics, including reviewing existing creative materials to better understand where you have been to date.

Informed by this assessment and conversations with your team, we will then develop a draft Strategic Marketing Work Plan for your review. The plan will serve as the roadmap for our work together by providing a high-level overview of our recommended activities. The work plan will serve as the foundation of our collaboration, while leaving enough flexibility to adjust and adapt as we approach each new stage of the project. Whenever possible, the work plan will highlight opportunities to tap the internal capacity of agency staff, and the Tax Advisory Committee.

This Strategic Marketing Work Plan will weave together our extensive experience working in the civic sphere and industry best practices, tailoring our recommendations specifically for your team

based on our extensive knowledge of San Francisco and your key audiences.

Tasks could include:

- Draft Strategic Marketing Work Plan, including audience identification, messaging framework, proposed list of materials, and schedule
- Final Strategic Marketing Work Plan, including one round of revisions based on feedback from the Department

Task 3: Campaign Concept and Art Direction | July 2019

In a city as diverse as San Francisco, no single piece of collateral or public engagement initiative will speak to every audience. We will work closely with your team to develop a creative campaign, or series of campaigns, to target key groups, as identified within our Strategic Marketing Work Plan.

Ideally, we will like to start this creative collaboration with a design charrette to better understand your visual preferences and explore concepts together. To support this charrette, our team will come prepared with creative ideas to share—and of course look forward to seeing what your creative team has dreamed up.

The charrette will help us narrow our creative campaign vision to three creative concepts, which we will further explore in creative briefs.

These briefs will show how the campaign could take shape, offering a visual theme with associated graphics, headlines,



Project Approach + Scope

slogans, and taglines. Building off your existing assets, engaging campaign messaging could include:

Soda Tax = Big Benefits

Reason #27. 80,000 EatSF food vouchers to San Francisco families.

[See all reasons the soda tax works at URL.](#)

Throughout the campaign, we will look to quantify the positive public health impacts, drawing on such key facts as:

- 203,000 individual home-delivered meals
- Daily, hot, and nutritious meals to 145 more seniors and adults with disabilities
- \$60,000 to corner stores to transition to healthier products
- 900 seniors grooving in new fitness programs
- Outreach to Third Street merchants for revitalization programs

These statistics show, rather than tell, that we are heading in the right direction, and position a public health initiative has having much broader positive community impacts.

We will work closely with your creative team to pull these briefs together, establishing an agreed upon direction before further coalescing around one creative concept to build out the full creative suite.

Tasks could include:

- Design charette
- Three creative concepts
- Three creative briefs
- Fully developed design suite for one creative concept

Task 4: Creative Development | July – August 2019

With the messaging framework of the Strategic Marketing Work Plan and art direction from the charette exercise in hand, lowercase productions will continue to bring these concepts to life in a dynamic print and online campaign. Working closely with your agency during this stage of creative development, we will finalize the campaign identity, including fonts, colors, taglines, and logo treatments, to ensure consistency across all materials. We'll work closely with your team at the onset of the project to establish systems and standards for our work together to establish seamless coordination and maximize our creative results.

Throughout, our goal will be to create materials that keep equity top of mind, are beautifully designed, easy to read, thoughtfully translated as appropriate, and are culturally sensitive. Regardless of the final format of a piece—whether it's a palm card, a Muni advertisement, or social media ad—we'll focus content on facts and the shared responsibility we all bear when it comes to promoting the benefits associated with the sugary beverage tax.

Tasks could include:

- Campaign identity and guidelines



Project Approach + Scope

- Ongoing coordination with the agency for the development of materials
- Content creation and creative direction for print and digital collateral

Task 5: Advertising Placement | September 2019 – April 2020

San Franciscans make up a discerning audience. Marketing and advertising must be thoughtful, tested, and then segmented to reach the right audiences. Civic Edge will collaborate with Circlepoint to develop and implement a series of distinctive marketing and advertising campaigns to educate residents on the Sugary Drinks Distributor Tax benefits.

In addition to this local-markets first approach, we are already dreaming up other ways we can push out our creative concepts and reach residents. From posting larger than life, creative signage and launching a large-scale, paid social media campaign to conducting intercept outreach at events across the city.

Tasks could include:

- Radio (English, Spanish, and Chinese)
- Outdoor (small billboards):
- Transit (MUNI, BART)
- Digital (ReachLocal, YouTube Pre-Roll, KRON4, etc.)
- Social Media (Facebook, Twitter, WeChat)
- Print (Local and Neighborhood Newspapers)

Additionally, we feel strongly that businesses and their patrons should be among the first to know where their dollars are going.

We recommend utilizing ad vendors with signage in local corner stores. This messaging should reinforce the general campaign messages, but should emphasize the investments in local business and the purchasing power created by vouchers and other programs.

We are also ready to think beyond the City and County of San Francisco. For the greater population of San Francisco and its neighborhoods, we should target regional-oriented outlets focused in the city. This will provide residents with a broad understanding of whether their dollars are going day-today. In addition, it will provide visitors to the city insight into why the products they purchase have this novel tax.

Media targets to amplify this regional message could include:

- Local sports broadcasts
- In-language radio stations
- Regional transit stations

Task 6: Public Outreach and Engagement | September 2019 – April 2020

We know from experience that stakeholders with limited access to technology, LGBTQ, Spanish-speaking, or African American communities may prefer information delivered through a faith-based organization. Our strategic outreach takes the unique characteristics of each community into consideration so that no one feels overlooked.



Project Approach + Scope

To complement the large-scale advertising campaign will require a grassroots strategy to reach local traditionally less engaged groups, including seniors and families in the community where they are. Tabling at Sunday Streets? Pop-up events at parks around the city? Our team's approach, to be laid out in a comprehensive public outreach and education plan, will build on the framing of the Sugary Drinks Distributor Tax's important benefits with a way to tie in communities in their neighborhoods in a fun and engaging way.

Additionally, we propose assembling a "speakers' bureau." We hope to leverage Tax Committee members where they will serve as messengers, scheduling them on a tour throughout the city to share the presentation and additional materials that underscore the true impact of this innovative and often misunderstood policy.

As a next step, we could cover target audiences, such as key community groups, who should be engaged early and often. This list is most likely to focus on communities that will be most impacted by the Sugary Drinks Distributor Tax and those located in food swamps and deserts.

Tasks could include:

- Community outreach strategic planning
- Translations and multicultural strategic advising
- Implementing community outreach, including to stakeholders, agencies, and organizations
- Innovative outreach strategic planning

- Innovative outreach, including street team at events, and outreach to organizations, etc.

Task 7: Printing | Ongoing

From producing giveaways to postcards to be distributed at community meetings and events across San Francisco, we know how important it is to make sure the materials that we disseminate are high-quality and adeptly deliver the stories we are trying to share. We always aim to utilize the most earth-friendly materials and local, community vendors whenever possible.

Task 8: Translation | Ongoing

In San Francisco, 45 percent of us speak a language other than English at home, and 24 percent of us are considered Limited English Proficient. San Francisco is a multicultural, multilingual City and we know that any citywide campaign must be understandable by everyone and that appropriately translating materials is vital.

Project Scope

Civic Edge is committed to developing an advertising campaign that delivers on your critically important goals. To that end, we have provided a detailed budget scope for our potential work together.

We look forward to continuing to discuss our proposal with you.

