

**AMENDMENT TO AGREEMENT
BETWEEN THE COUNTY OF SAN MATEO AND THE SOCIAL CHANGERY, LLC**

THIS AMENDMENT TO THE AGREEMENT, entered into this ____ day of _____, 20____, by and between the COUNTY OF SAN MATEO, hereinafter called "County," and THE SOCIAL CHANGERY, LLC, hereinafter called "Contractor";

W I T N E S S E T H:

WHEREAS, pursuant to Government Code, Section 31000, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof;

WHEREAS, the parties entered into an agreement on February 27, 2018 for an media campaign, for the term February 27, 2018 through June 30, 2019, in the amount of \$200,000; and

WHEREAS, on November 18, 2018, your Board approved an amendment to the agreement to continue to provide a media campaign, increasing the amount of the agreement by \$100,000, with no change to the term of the agreement; and

WHEREAS, the parties wish to amend the agreement for a youth marijuana education campaign and secondhand smoke media campaign, extending the term of the agreement through November 30, 2019 and increasing the amount by \$713,000 to \$1,013,000.

NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:

1. Section 3. Payments of the agreement is amended to read as follows:

In consideration of the services provided by Contractor in accordance with all terms, conditions and specifications set forth herein and in Exhibit "A2," County shall make payment to Contractor based on the rates and in the manner specified in Exhibit "B2." The County reserves the right to withhold payment if the County determines that the quantity or quality of the work performed is unacceptable. In no event shall the County's total fiscal obligation under this Agreement exceed ONE MILLION THIRTEEN THOUSAND DOLLARS (\$1,013,000).

2. Section 4. Term of the agreement is amended to read as follows:

Subject to compliance with all terms and conditions, the term of this Agreement shall be from February 27, 2018 through November 30, 2019.

3. Exhibit A1 is hereby deleted and replaced with Exhibit A2 attached hereto.
4. Exhibit B1 is hereby deleted and replaced with Exhibit B2 attached hereto.
5. All other terms and conditions of the agreement dated February 27, 2018, between the County and Contractor shall remain in full force and effect.

*** SIGNATURE PAGE TO FOLLOW ***

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have affixed their hands.

COUNTY OF SAN MATEO

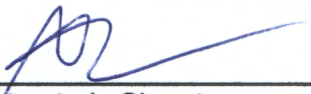
By: _____
President, Board of Supervisors
San Mateo County

Date: _____

ATTEST:

By: _____
Clerk of Said Board

THE SOCIAL CHANGERY, LLC



Contractor's Signature

Date: 5/15/19

EXHIBIT A2 – SERVICES
THE SOCIAL CHANGERY, LLC
FY 2017 – 2020

In consideration of the payments set forth in Exhibit B2, Contractor shall provide the following services:

I. DESCRIPTION OF SERVICES TO BE PERFORMED BY CONTRACTOR

Contractor shall conduct a public education campaign to educate the community about the health impacts of marijuana use, with specific focus on the impacts to youth and young adults up to 25 years old.

A. Services

Contractor will coordinate with dedicated county staff and work in collaboration with members of the San Mateo County Youth Commission, other county departments (e.g. education, public health, First Five), local community partners, and other counties in the Bay Area Region. The activities/deliverables for the public education campaign are as follows:

1. Social Marketing Research on Target Audience (ages 12 to 25)

In partnership with San Mateo County Behavioral Health and Recovery Services, the San Mateo County Youth Commission, K-12 schools in San Mateo County, and local Community Colleges, The Social Changery, LLC will identify the different youth subgroups in San Mateo County who are most at-risk and/or impacted by marijuana use (as well as the adults in their lives that support them), understand their knowledge, attitudes and beliefs about marijuana, and determine effective approaches to prevent marijuana use per audience segment. These subgroups may be ethnic/cultural or linguistic, particularly given the three threshold languages (Spanish, Tagalog, and Chinese) spoken in San Mateo County and multiple emerging and regional languages (Tongan, Samoan, Russian, Burmese, Korean, Farsi, Arabic, etc.). They may also align with youth-identified peer-groups, and/or be based on factors unique to the county, such as geography.

A portion of this research will most effectively be gathered through data analysis, surveys, and social media outreach, and where possible this information will be obtained face-to-face. Contractor will conduct social marketing research with the target audience through educational town halls, presentations, and community events as described below in addition to traditional market research.

2. Educational Content

Contractor will first conduct an audit of data gathered in San Mateo County via surveys, town halls, etc., and will audit materials from existing resources and community partners. This audit will also include the materials, resources and website that are being developed as part of the California's statewide marijuana education campaign (www.letstalkcannabisca.com), assets from Colorado's youth education campaign (www.protectwhatsnext.com) and their complementary campaign for adults who youth trust and respect (www.goodtoknowColorado.com) as well as other appropriate campaigns and programs to be reviewed and tested for potential local adaptation. Contractor will collaborate with other social marketing campaigns in California, in other states and internationally to share data, resources and even media assets to prevent public health efforts from "reinventing the wheel" while ensuring that the information is uniquely adapted for the local audience.

Contractor will leverage their connection to statewide and regional efforts to identify what resources, information, and materials are available to inform and enhance the development of evaluations, outreach and dissemination strategies, original content, and a website for San Mateo County's efforts. Building from this, Contractor will:

- a. Design a pre-posttest to evaluate the knowledge and attitudes toward marijuana use for both youth and adults with influence in their lives. This pre-posttest will incorporate data points gathered in earlier surveys and questionnaires created by San Mateo County to strengthen and validate the existing body of data, and additional points to collect information from which to build effective educational presentations and to inform messaging and website content for the campaign.
- b. Develop a San Mateo County specific campaign brand, voice, and graphics to be implemented on a campaign website. The campaign website will have a soft launch by March 31th and will be fully launched by the end of the contract period and will allow visitors to learn more about the campaign, marijuana facts and FAQ, and direct users to other resources. The website will be built to have functionality beyond the initial campaign launch, with a responsive design that can adapt to the campaign as it evolves.
- c. Create and market-test original content and/or adapt existing resources.

- d. Plan effective strategies for delivering information in both face-to-face forums, via social media, traditional media marketing, and through the newly created website.
 - e. In collaboration with San Mateo County, identify local experts to form a panel that can share information on marijuana use with the target demographic in a series of community events and school presentations. These meetings will meet multiple goals that include the following:
 - i. Educational presentations designed to change the knowledge level and attitude of participants.
 - ii. Pre-post measures from each event or presentation will be used to determine whether Contractor's knowledge and attitudinal shift goals are being met, and give real-time information to adjust as necessary to meet campaign targets.
 - iii. Presentations/events will direct participants to appropriate resources, including the custom San Mateo County website launched at the end of this grant period.
 - iv. Events/presentations will provide an opportunity to listen to the voices of the community to determine their primary concerns, knowledge and attitudes in the county, and to test messages and delivery methods for local effectiveness.
 - v. Presentations will be developed into videos and added to the website to be launched at project end in order to broaden the reach to community members who could not attend the meetings and ensure greater reach and sustainability of content.
3. Collaborate with local, regional and state efforts for media planning and placement, and develop social media strategy;

Contractor's media planning philosophy will educate the paid media partners of our organization, inspire them to be supportive, work with them to leverage any paid media spending, and deliver the highest value possible. Contractor's results-driven process works across in-language and culturally relevant media channels to reach diverse audiences, including youth and young adults.

- a. Identify and collaborate with county and community partners in San Mateo County (and the surrounding counties) that have existing media relationships. Contractor will identify and broker relationships with potential regional and statewide partners to avoid duplication of efforts, ensure utilization of

existing resources, and leverage economies of scale for future media placement.

- b. Create a detailed social media, outreach and mass media strategy and placement plan. The plan will include quotes and expected costs for implementing the campaign via print, radio, television, social media, etc. This will include a mix of online and offline services, paid, earned and owned media, and leverage paid media spending with local media partners.
- c. The development of social media, mass media and outreach strategy will be youth-guided and informed (and vetted) by the stakeholder engagement and community meeting process. The goal is to make this a strategy that is authentically community-driven and be more successful because it is local, developed by San Mateo County youth and community members for San Mateo County.
- d. Integrate findings of baseline survey to guide expansion of messages to address knowledge gaps and behavior change goals as indicated in Attachment B2: Contract Deliverables and Payment, of this Agreement.

4. Web Development/Migration/Technical Assistance

The Social Changery, LLC will develop a custom website to serve as a hub for all information related to the campaign. The website will be developed to enable users with a desktop, tablet, or smartphone to access the information in an optimal form. Smartphone users will be able to access the website and save it to their home screen, utilizing it like an “app” as needed.

The youth-facing website will feature custom San Mateo County campaign brand identity, look/feel, and voice based on the community feedback obtained through research, materials audit, and community presentations. All content will be developed in collaboration with partners and stakeholders (e.g. Youth Commission). Regional or statewide campaign efforts will identify the audit tools that will be used to review existing materials and potential additional campaign resources.

- a. **Contractor’s Responsibilities**
Contractor agrees to design and develop the Website in accordance with (a) the specifications which are set forth in Attachment A, Standards of this Agreement, and the other instructions and materials provided by County from time-to-time during the term of this Agreement, and (b) the development

schedule set forth in Attachment B – Deliverables, of this Agreement.

- b. Website Design
The design of the Website shall be in substantial conformity with the Standards. Contractor shall develop the Website to project the highest professional image.
- c. Website Development
Contractor will develop the website using the County's website standards and in collaboration with County staff and web vendors. The website design will be approved by County prior to development of the site.

Testing and a soft launch of the developed website will be completed prior to the migration of the site to the County's web platform.

All other deliverables associated with the development of the website will be completed as indicated in Attachment B: Contract Deliverables and Payment.

Website and Instagram upgrade and maintenance requirements will be completed as indicated in Attachment B2: Contract Deliverables and Payment, of this Agreement.

- d. Accessibility During Development
Throughout the development of the prototype and the final Website, the Website shall be accessible to County. Until County has approved the final Website, none of the web pages for the Website will be accessible to end users.
- e. Migration to County Platform
Contractor will collaborate with County staff and the County's web vendor to transition the website to the County's website platform.
- f. Delivery of Deliverables
Upon County's approval of the final Website, or upon termination of this Agreement, whichever occurs earlier, Contractor shall deliver to County all code, documentation, reports, images, artwork, text, and other materials developed by Contractor in the course of its performance under this Agreement and any other terms reasonably necessary for the operation of the Website, other than third party operating system software, third party networking software, web browsers, and hardware, and all changes and enhancements

thereto (the "Deliverables"). Documentation shall be delivered in printed format and in electronic format. Code shall be delivered in electronic format. Contractor shall maintain its backups and one set of the Deliverables for a period of six (6) months after County's approval of the final Website. If this Agreement is terminated prior to final approval, or upon expiration of the six-month period, Contractor will destroy all of its copies of the Deliverables, including all backups thereof, and permanently destroy all files constituting final or working copies of any Deliverables from Contractor's computers and back-up materials unless otherwise directed in writing by Owner.

g. Ownership of County Content

Contractor acknowledges and agrees that all County Content is a proprietary, original work of authorship of County, or licensed or assigned to County, and is protected under United States copyright, trademark, patent and trade secret laws of general applicability. Contractor further acknowledges and agrees that all rights, title, and interest in and to the County Content, and any portion of the County Content, together with all modifications, enhancements, and derivative works of the County Content, whether or not made by Contractor, including all copyright rights, are and shall remain with County or its licensors. Contractor agrees to assign and transfer and does hereby irrevocably assign and transfer to County any and all rights, title, and interest, including all copyright rights and other intellectual property rights, and all actions and causes of action related to the foregoing, and all damages, profits, and other recoveries related thereto, which Contractor may have or acquire in and to the County Content and any and all modifications or derivative works made by Contractor to the County Content. Contractor agrees to execute all documents and take all action reasonably requested by County in connection with the assignment of rights to County. Contractor agrees that it will not challenge or take any action inconsistent with County's rights to the County Content.

h. Trademarks

County grants to Contractor a limited, non-exclusive, revocable license to use the trademarks of County solely for use on the Website and in exactly the form designated by County. The license granted under this Agreement may be terminated at any time by County, in its sole discretion, upon ten (10) days' notice. Contractor agrees and acknowledges that the license of the County's trademarks is made without any representations or warranties of any kind or nature.

County does not make any representations or warranties regarding title to any County trademark, the rights of any other persons or entities to the County trademarks, or with regard to the enforceability of any rights to any County trademark. Except as provided in this Agreement, no other right is granted to Contractor under this Agreement with respect to any trademarks of County. Contractor agrees that it will not file any applications or assert any rights to any of County's trademarks in the United States, or any other country or territory.

i. Ownership of Deliverables

County and Contractor intend that, all elements of all Deliverables shall be exclusively owned by County, and County shall exclusively own all copyrights and all other intellectual property rights in the Deliverables. Accordingly, Contractor agrees to assign and transfer and does hereby irrevocably assign and transfer to County any and all rights, title, and interest, including all copyright rights and other intellectual property rights, and all actions and causes of action related to the foregoing, and all damages, profits, and other recoveries related thereto, which Contractor may have or acquire in and to any and all Deliverables. Such rights, title, and interest shall be deemed assigned as of the moment of creation without the necessity of any further action on the part of either party. Contractor agrees to take all action and execute and deliver to County all documents requested by Contractor in connection with the transfer and assignment of rights in and to the Deliverables to Contractor, and any copyright application for and registration of the Deliverables or any elements of the Deliverables. If the foregoing assignment is determined to be unenforceable for any reason, Contractor hereby grants to County an exclusive, non-revocable, worldwide, fully paid, copyright license to sublicense through multiple tiers, perform, publish, display, reproduce, create derivative works of, and distribute any or all of the Deliverables or any derivative works thereof.

Shared documents will be received in electronic original source files (i.e. Adobe InDesign) and in PDF, GIF, and JPEG. All shared content/documents used are copyright protection free. If not, Contractor will obtain written authorization from the owner of the content that gives us permission to use and customize their materials as our own for any and all communications purposes.

j. Copyright

Contractor shall include on the Website any and all copyright or other notices as requested by County.

The website will be designed so that San Mateo County staff can easily update and add new content as needed, without the added expense or burden of having to hire technical staff to keep the website fresh and current. Full documentation to enable staff to manage the site will be provided upon launch as well as the ability to track visits to the website and information about the users.

B. Performance Measures and Data Collection

1. Audience research

- a. Identify at least four (4) youth subgroups most at risk on marijuana use.
- b. Conduct audience research through four (4) to eight (8) townhall, presentations, focus groups, and community events to gather information from youth subgroups about their knowledge, attitudes and behaviors (KABs) around cannabis. Sessions can also be used to gather social marketing data for target audiences.
- c. Design pre- and post-test survey for youth and adult allies to determine changes in KABs around cannabis use before and after the media campaign. Survey should include a gauge of whether respondents were exposed to the media campaign products.
- d. Implement the post-survey in fall 2019-spring 2020 for youth and adult allies to determine changes in KABs as indicated in Attachment B2: Contract Deliverables and Payment, of this Agreement.

2. Education

- a. Develop a San Mateo County specific campaign brand, voice and graphics for the website.
- b. Create and market-test original content and/or adapt existing resources.
- c. Develop a plan for effective strategies for delivering information in both face-to-face forums, via social media, traditional media marketing, and through website.

- d. Develop a panel of local experts including a pediatrician, an education leader specific to the local community, and law enforcement representative who can speak to the impact of cannabis on youth. Sessions may be used to gather feedback from the community about campaign strategies. Pre/post evaluations will be conducted to gauge effectiveness of panel presentation. Conduct outreach to local high school districts to offer and schedule panel presentations. At least four (4) presentations will be conducted, with at least one presentation in each of the regions of the county (north, mid, south, coastside).
- e. Recording of at least one (1) panel presentation will be posted on the website.

3. Media strategy

- a. Explore opportunities for leveraging opportunities for effective media placement of paid media products.
- b. Collaborate with local, regional and statewide partners to ensure coordination of messages and efforts, avoid duplication, and leverage economies of scale as appropriate.
- c. Identify media resources from Colorado, Washington, Oregon, etc. readily available for placement. Present options to Health System staff and/or Youth Commission committee.
- c. Develop a media placement plan that includes print, radio, television, social media, etc. Continue to produce social media messages as current messages are used by partners.
- d. Purchase media placement spots as ads are developed.
- e. Ensure input by Youth Commission and other youth perspectives are incorporated into the strategy, message development and implementation of the social media campaign.
- e. An evaluation plan will be developed and implemented to measure the reach and effectiveness of the social media campaign.
- f. As full media placement plan is implemented, conduct an evaluation of the campaign to gauge reach and effectiveness of messages used.

4. Website

- a. Design youth-focused cannabis prevention education website, to be soft launched by March 31, 2018, with a full launch by June 30, 2018. Website will include youth-focused imagery, FAQs about the impacts of cannabis use, and links to additional resource sites.
- g. Develop website with functionality on desktop, tablet, or smartphone. Provide a platform for the website to be accessible through an app.
- h. Review website regularly to respond to questions as needed and protect from potential hacking risks as needed.

5. Documentation

Documentation of completion of activities should be submitted with contract invoices. Program deliverables on an as-needed basis should be discussed with contract monitor in order to make campaign adjustments required.

C. Tobacco Prevention Program “Smoke is Smoke” Campaign – As indicated in the 2019 amendment Attachment B2: Contract Deliverables and Payment.

- 1. Research and review the current tobacco prevention efforts, attitudes/ beliefs/behaviors around tobacco, new multi-unit house policies/ ordinances, county strengths & needs, resources available, partner organizations and departments, and other background information.
- 2. Develop brand identity and key messages that will effectively reach the target demographic.
- 3. Create a media/marketing plan for reaching the target demographic and develop a plan for dissemination and media buy.
- 4. Create flyers, collateral, and other marketing material (including outdoor advertisements) to support the campaign.
- 5. Implementation of media/marketing dissemination plan. Purchase outdoor media in targeted locations.

D. Youth Substance Use Treatment Messaging and Outreach – As indicated in the 2019 amendment Attachment B2: Contract Deliverables and

Payment.

1. Research and review the current youth substance use treatment efforts, attitudes/beliefs/behaviors of youth around substances and treatment, county strengths & needs, resources available, partner organizations and departments, barriers to treatment, youth-identified prevention and early intervention strategies needed, review current literature.
2. Develop key messages that will effectively reach the target demographic.
3. Develop materials and collateral that will effectively reach the target demographic.
4. Create and implement a media/marketing plan for reaching the target demographic, to include a media buy, marketing strategies, and other outreach efforts.

II. ADMINISTRATIVE REQUIREMENTS

A. Ineligible Employees

Behavioral Health and Recovery Services (BHRS) requires that contractors comply with Federal requirements as outlined in 42 CFR (438.608) Managed Care Regulations. Contractors must identify the eligibility of employees, interns, or volunteers prior to hiring and on a monthly basis thereafter. Results of the eligibility screenings are to be maintained in the employee files. This process is meant to ensure that any person delivering services to clients of BHRS are not currently excluded, suspended, debarred or have been convicted of a criminal offense as described below. The Contractor must notify BHRS Quality Management (by completing the BHRS Critical Incident Reporting Form, Policy#93-11) should a current employee, intern, or volunteer be identified as ineligible. Contractors are required to screen for ineligible employees, interns, and volunteers by following procedures included in BHRS Policy # 04-01, which can be found online at: <http://www.smchealth.org/bhrs-policies/compliance-policy-funded-services-provided-contracted-organizational-providers-04-01>. BHRS Quality Management must be notified within twenty-four (24) hours of any violations. Contractor must notify BHRS Quality Management if an employee's license is not current or is not in good standing and must submit a plan to correct to address the matter.

1. **Credentialing Check – Initial**
During the initial contract process, BHRS will send a packet of contract documents that are to be completed by the Contractor and returned to BHRS. Attachment A – Agency/Group Credentialing

Information will be included in the contract packet. Contractor must complete Attachment A and return it along with all other contract forms.

2. Credentialing Check – Monthly
Contractor will complete Attachment A – Agency/Group Credentialing Information each month and submit the completed form to BHRS Quality Management via email at: HS_BHRS_QM@smcgov.org or via a secure electronic format.

B. Cultural Competency

Implementations of these guidelines are based on the National Culturally and Linguistically Accessible Services (CLAS) Standards issued by the Department of Health and Human Services. For more information about these standards, please contact the Health Equity Initiatives (HEI) office at ode@smcgov.org

1. Out-of-county Contractors must attest to compliance with all of the pertinent cultural competence requirements in their host County contract. Out-of-county Contractors shall submit to HEI office at ode@smcgov.org by March 31st, documentation of their compliance.

2. Technical Assistance

Contractors who are not able to comply with the cultural competence requirements will be asked to meet with the Program Manager and HEI office at ode@smcgov.org to plan for appropriate technical assistance.

III. GOALS AND OBJECTIVES

Contractor shall ensure that the following outcome objectives are pursued throughout the term of this Agreement:

Goal: Improve the knowledge of survey participants regarding the health impacts of cannabis use by youth.

Objective: At least seventy-five percent (975%) of survey participants will have increased knowledge of the health impacts of cannabis use by youth.

*** END OF EXHIBIT A2 ***

EXHIBIT B2 – PAYMENTS AND RATES
THE SOCIAL CHANGERY, LLC
FY 2017 – 2020

In consideration of the services provided by Contractor in Exhibit A2, County shall pay Contractor based on the following fee schedule:

I. PAYMENTS

In full consideration of the services provided by Contractor under this Agreement and subject to the provisions of Paragraph 3 of this Agreement, County shall pay Contractor in the manner described below:

A. Maximum Obligation

The maximum amount that County shall be obligated to pay for all services provided under this Agreement shall not exceed the amount stated in Paragraph 3 of this Agreement. Furthermore, County shall not pay or be obligated to pay more than the amounts listed below for each component of service required under this Agreement.

In any event, the maximum amount county shall be obligated to pay for all services rendered under this contract shall not exceed ONE MILLION THIRTEEN THOUSAND DOLLARS (\$1,013,000).

B. Rate of Payment

1. For the term February 27, 2018 through June 30, 2018, Contractor shall be paid a total obligation of TWO HUNDRED THOUSAND DOLLARS (\$200,000). Contractor shall be reimbursed based on completion of deliverables as described in Attachment B.
2. For the term July 1, 2018 through June 30, 2019, Contractor shall be paid a total obligation of ONE HUNDRED THOUSAND DOLLARS (\$100,000). Contractor shall be reimbursed based on completion of deliverables as described in Attachment B1.
3. For the term May 1, 2019 through June 30, 2019, Contractor shall be paid a total obligation of TWO HUNDRED FORTY-THREE THOUSAND DOLLARS (\$243,000). Contractor shall be reimbursed based on completion of deliverables as described in Attachment B2.
4. For the term July 1, 2019 through September 30, 2019, Contractor shall be paid a total obligation of FOUR HUNDRED SEVENTY THOUSAND DOLLARS (\$470,000). Contractor shall be reimbursed based on completion of deliverables as described in Attachment B2.

5. All documentation and reporting for work completed through September 30, 2019, must be submitted to the BHRS Program Manager for approval by November 30, 2019. The reports will include but not be limited to the following: exposure report, final survey report, and supporting documents for ad placements. No additional funding will be provided for closeout activities.

Contractor will be responsible for all expenses incurred during the performance of services rendered under this Agreement.

- C. Modifications to the allocations in Paragraph A of this Exhibit B2 may be approved by the Chief of San Mateo County Health or designee, subject to the maximum amount set forth in Paragraph 3 of this Agreement.
- D. Not used.
- E. In the event that funds provided under this Agreement are expended prior to the end of the contract period, Contractor shall provide ongoing services under the terms of this Agreement through the end of the contract period without further payment from County.
- F. In the event this Agreement is terminated prior to November 30, 2019, Contractor shall be paid on a prorated basis for only that portion of the contract term during which Contractor provided services pursuant to this Agreement. Such billing shall be subject to the approval of the Chief of San Mateo County Health or designee.
- G. Disallowances that are attributable to an error or omission on the part of County shall be the responsibility of County. This shall include but not be limited to quality assurance (QA) audit disallowances as a result of QA Plan error or format problems with County-designed service documents.
- H. Monthly Invoice and Payment

Contractor shall invoice the County on or before the tenth (10th) working day of each month prior to the service month. An update of project activities will be submitted with the monthly invoices. Payment by County to Contractor shall be monthly. Invoices that are received after the tenth (10th) working day of the month are considered to be late submissions and may be subject to a delay in payment. Claims may be sent to:

County of San Mateo
Behavioral Health and Recovery Services
Attn: Edith Cabuslay
310 Harbor Blvd., Building E
Belmont, CA 94002

I. County anticipates revenues from various sources to be used to fund services provided by Contractor through this Agreement. Should actual revenues be less than the amounts anticipated for any period of this Agreement, the maximum payment obligation and/or payment obligations for specific services may be reduced at the discretion of the Chief of San Mateo County Health or designee.

J. In the event Contractor claims or receives payment from County for a service, reimbursement for which is later disallowed by County or the State of California or the United States Government, then Contractor shall promptly refund the disallowed amount to County upon request, or, at its option, County may offset the amount disallowed from any payment due or become due to Contractor under this Agreement or any other agreement.

K. Inadequate Performance

If County or Contractor finds that performance is inadequate, at the County's discretion, a meeting may be called to discuss the causes for the performance problem, to review documentation, billing and/or other reports, and to take appropriate corrective action, as needed, to resolve any identified discrepancies. This Agreement may be renegotiated, allowed to continue to end of term, or terminated pursuant to Paragraph 5 of this Agreement. Any unspent monies due to performance failure may reduce the following year's agreement, if any.

L. Invoice Certification and Program Integrity

Anytime Contractor submits an invoice to the County for reimbursement for services provided under Exhibit A2 of this Agreement, Contractor shall certify by signature that the invoice is true and accurate by stating the invoice is submitted under the penalty of perjury under the laws of the State of California.

The invoice must include the following language and signature line at the bottom of the form(s) and/or cover letter used to report the invoice.

"Under the penalty of perjury under the laws of the State of California, I hereby certify that this invoice for services complies with all terms and conditions referenced in the Agreement with San Mateo County.

Executed at _____ California, on _____ 20__

Signed _____ Title _____

Agency _____ "

*** END OF EXHIBIT B2 ***

Attachment A
San Mateo County Standards – Specification Sheet
FY 2017 – 2018

The Contractor will develop the website using the County's website standards and in collaboration with County staff and web vendors. The website design will be approved by County prior to development of the site. The County's website standards are as follows:

- A. Recommended best practices
 1. Build on Drupal 8;
 2. Meet WCAG 2.0 AA accessibility standards;
 3. Don't hack core / follow Drupal best practices; and
 4. Use only open source libraries for JavaScript or theme functionality, if needed.

- B. Cost drivers to be mindful of
 1. The number of templates or views to display information;
 2. Any third-party integrations;
 3. The number of custom modules created;
 4. The complexity of the homepage (and number of content regions); and
 5. The amount of content on the site.

Attachment B
The Social Changery, LLC
Contract Deliverables and Payment
FY 2017 – 2018

<i>Activity</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Budget</i>
Audience and social marketing research Content development	Conduct an audit of existing surveys and town hall feedback collected by SMC and Youth Commission to gather insight and inform message and content development. Audit materials from existing campaigns, resources, and community partner to assess for sharing and adaptation.	February	10,000
	Identify 4 youth subgroups (not targeted by the Youth Commission) most at risk of and/or impacted by marijuana use and adults who support these youth. Conduct surveys and focus groups to include perspectives of at least 30 youth.	February	2,000
	Conduct in-person campaign launch meeting with Health System staff to lay out workplan and timeline. Provide weekly check-ins to campaign staff to update on project status. Provide agenda for weekly check-ins in advance of discussion so that appropriate staff can join.	February	11,500
	Design a pre-post test for both youth and adults to evaluate knowledge and attitudes.	March	4,000
	Conduct website discovery meeting with partners and SMC to review and confirm website requirements.	February	2,500
	Develop draft prioritized website build plan that outlines website functionality elements from most to least important.	February	2,000
	Develop draft website sitemap and information architecture.	February	2,000
	Develop draft website technical specifications to include the content model and descriptions of how functionalities will be achieved.	February	2,000
	Conduct foundational design workshop with SMC and Youth Commission to begin to develop campaign brand look and feel	February	1,000
	Develop a San Mateo-specific campaign brand, voice and graphics to use in materials and on the website.	March	11,000
	Develop brand and logo style guide that includes color and typeface profiles for print and screen use and guidelines with comprehensive set of “rules” and examples for brand use.	March	2,500
	Create logo in a variety of digital formats, including .eps, .jpeg, .png, etc.	March	200
	Create avatars for up to three social media platforms.	March	300

	Create social media asset library to include icons (4-6), infographics (2-3), photo style, and illustrations (3-4) to use on social media channels and website.	March-April	1,500
	Create up to three brand presentations, and handout templates.	March-April	1,500
	Create and/or adapt educational content for up to 5 handouts (one per youth subgroup and one for parents), and up to 2 presentations (one for youth and one for parents).	March-April	17,000
	Adapt created content for website.	March-April	3,000
	Create custom homepage for the website.	April	1,500
	Create basic page design for the website.	March	1,500
	Create website component library, to include style outlines for a variety of page elements, header, footer, list style, images with captions, responsive videos, navigation, text headers, buttons, links, etc.	March-April	2,000
	Create website setup, including development environment, CMS installation and configuration, and configuration of any needed modules.	March-April	2,000
	Create website menus and navigation elements.	March-April	1,000
	Create website content infrastructure including basic page content type, story content type, program content types, resource library, SEO setup, Google analytics, social media account and sharing links integration, and embedded forms.	April	2,000
	Purchase website hosting package, if needed.	March	300
	Purchase website URL(s). (work with County)	March	200
	Create pre-post evaluation for educational panel presentations to measure effectiveness of presentation model.	March	4,000
	Conduct analysis of media channels to determine target audience preferences, tactics, and latest advertising units available.	March-June	3,000
	Collaborate with local, regional and statewide partners to ensure coordination of messages and efforts, avoid duplication, and leverage economies of scale as appropriate.	March-April	4,000
Outreach, education, and market testing	In collaboration with SMC, implement 4-8 community education panel presentations to youth and adults (with at least one in each geographic region-north, south, med, and coastside) including local experts identified by SMC including a pediatrician, an education leader specific to the local community, and law enforcement representative who can speak to the impact of cannabis on youth. Coordinate panel presentations with campaign staff to	March-May	20,000

	avoid duplication of efforts by other local partner organizations.		
	Market test brand, content and materials developed and/or adapted for San Mateo campaign with identified target audiences to refine selected youth subgroups and develop population specific communications strategies for each group.	March-May	10,000
	Implement pre-post test to gather feedback from the community about KADs, campaign strategies and delivery methods.	March-May	3,000
	Create at least one educational presentation to be added to the website.	March-May	1,500
	Provide training to SMC campaign lead to enter content on to website via video conference or in-person meeting.	May-June	2,000
Campaign Development	Explore opportunities with local county, regional and community partners to identify potential media partnerships.	March-April	5,000
	Incorporate feedback from market test process into campaign brand and voice to adapt for San Mateo youth and parent audiences.	May	2,000
	Incorporate feedback from market test process into handout and presentation content to adapt for San Mateo youth and parent audiences.	May	5,000
	Incorporate analysis and feedback from market test of paid social media advertising to adapt for San Mateo youth and parent audiences.	June	2,000
	Develop a detailed social media and mass media strategy and placement plan to include cost quotes for a mix of online and offline services, paid, earned and owned media, and leveraged media spending with partners.	March-June	6,000
	Develop a community outreach and education plan for effective strategies for delivering information in both face-to-face forums, via social media, traditional media marketing, and through website.	March-June	10,000
	Campaign Launch	Launch interim website by March 31, 2018.	March
Establish and post regularly, at least 4 times per month, on social media channel.		March-June	5,000
Implement paid social media advertising targeting identified audience subgroups.		March-May	7,000

Conduct public relations and media relations to communicate and publicize the campaign launch to local press and media outlets, in collaboration with SMC PIO/PR department.	April	3,000
Create a "how-to" documentation for website that includes how to add, edit and remove site content and general site management, as directed by County.	May-June	2,000
Create help text on website admin pages where appropriate and possible.	May-June	1,000
Migrate original and/or adapted content onto campaign website.	May-June	12,000
Edit and produce educational presentation video for use on website.	May-June	3,000
Test website for accessibility with an aim for a minimum of WCAG 2.0 Level AA compliance with section 508.	June	500
Launch full website by June 30, 2018.	June	300
Conduct formal testing period for SMC staff to provide feedback and test site.	June	1,000
Present campaign findings and plans/reports to SMC.	June	3,000
Total		200,000

**ATTACHMENT B1 – PROJECT DELIVERABLES
THE SOCIAL CHANGERY, LLC
FY 2018 – 2019**

Deliverable	Description	Budget	Documentation
Out-of-home and digital advertising	Research, negotiate and place strategic location for out-of-home advertising (ex: billboard). Research, negotiate and place strategic digital buy. Both out-of-home and digital advertising to run in late Fall 2018.	\$30,000	Copies of agreements for placement out-of-home advertising
Graphic Design	Professional design and production of out-of-home and digital advertisements. Printing of out-of-home (ex: billboard printing, wall murals, in-theater ads, wild postings, mobile billboards, stencils, coffee sleeves, etc.). assets.	\$15,000	Copy of ads developed for campaign
Social Media Library Asset Creation	Research, write, and professionally design a library of 50 Instagram-ready social media assets. Research and	\$5,000	

	write new pre-written prompts for use on FaceBook and Twitter on partner social media.		
Baseline Evaluation	Conduct an independent baseline study with San Mateo County youth and young adults, expecting moms, and parents. The baseline study will measure knowledge about cannabis including health effects, the law, the Cannabis Decoded website, and awareness of resources.	\$25,000	Copy of baseline assessment tools Assessment report
Licensing Agreement Technical Assistance	Provide consultation in creating licensing agreements for interested partners.	\$5,000	Presentation copy Sample licensing agreement
Marketing Materials Creation	Create 2 marketing materials for campaign including 1 (10 min) "pitch deck" with overview of campaign and partnership opportunities, and 1 handout with campaign highlights, partnership opportunities and contact information. Research,	\$10,000	Copy of pitch deck Campaign highlights handout

	writing, and professional graphic design of materials included in price.		
Content Management (Website)	Provide thorough review of content on website, research new findings on cannabis and update content as appropriate, research and add new resources, "take actions," and FAQs. Check all links. Monitor and report on Google Analytics to evaluate impact of advertising placement. Coordinate with baseline evaluation and create user surveys as needed to support evaluation efforts.	\$10,000	Website review report
TOTAL		\$100,000	

**ATTACHMENT B2: CONTRACT DELIVERABLES AND PAYMENT
THE SOCIAL CHANGERY, LLC
FY 2018 – 2019**

Cannabis Decoded Extension

Deliverable/Description	Objective	Strategy/Action Items	Budget
<p>Website and Instagram Upgrades and Maintenance:</p> <p>Perform upgrades to existing website and Instagram account to expand reach, ensure stability and security of website, and facilitate regional partnership. To be expended by June 30, 2019</p>	<p>Upgrade existing website facilitating regional partnerships for sustainability. Purchase hosting and technical support package to ensure stability and security of website.</p> <p>Source and add new content to website to ensure accuracy and timeliness of information.</p> <p>Expand reach of Instagram account by creating content calendar, sourcing and posting new content, and tracking/strategizing regarding user engagement.</p>	<ul style="list-style-type: none"> • Technical Hosting and Support package for [Cannabis] Decoded website through June 2020. Includes hosting on Pantheon server, monitoring, and regular site maintenance. • Website Modifications to allow for localization and regional expansion • Content Management: Source and write new facts and resources as they become available and add to site after SMC review. • Instagram Management: create content calendar, on-going work of content posting, content sourcing, and ongoing monitoring, tracking and engagement management. • Content Survey: Research social media content and resources for teens in your county. This will include our independent research as well as a local survey (disseminated with and by local counties) to gather input and data from local youth. 	<p>\$35,000</p>
<p>Follow-up Survey:</p> <p>Conduct follow-up survey within San Mateo County after media buy to determine impact on KAB regarding cannabis use among the target population. To be expended by September 30, 2019</p>	<p>Strata Research to conduct an independent baseline survey of youth and parents in San Mateo County following their exposure to a media buy for the [Cannabis] Decoded campaign.</p> <p>The survey will be conducted in English and with a representative sample of youth and adults. We are using an online panel of participants who would be a representative mix of the general population of the Bay Area.</p>	<ul style="list-style-type: none"> • Project management to coordinate and implement survey • Finalize survey • Online Programming • Fielding • Analysis • First Draft Report • Final Report 	<p>\$35,000</p>

<p>Messaging Expansion and Update:</p> <p>Integrate findings of Baseline KAB survey to guide expansion of messages to address knowledge gaps and behavioral change goals.</p> <p>Review new findings regarding cannabis to create updated facts/messages. Deadline June 30, 2019</p>	<p>Create messaging for the target pop:</p> <ul style="list-style-type: none"> • Ages 14-17 • In San Mateo County • Secondary audience: parents/trusted adults <p>Accomplish the following goals:</p> <ul style="list-style-type: none"> • Fill knowledge gaps identified by Baseline Survey • Address attitude and belief issues within target population as identified by baseline survey • Create additional/updated messages from new research findings 	<ul style="list-style-type: none"> • Draft proposed messaging for targeted audience • Market research and testing of messaging • Revise based on recommendations • Submit messaging to SMC for review and approval 	<p>\$25,000</p>
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<p>Creative Development:</p> <p>Create flyers, collateral, and other marketing material (including outdoor advertisements) to support the campaign. \$40,000 to be expended by June 30, 2019. Remaining \$35,000 will be expended by September 2019.</p>	<p>Create marketing materials that attract the attention of the target demographic, drives viewer to learn more (via existing website).</p>	<ul style="list-style-type: none"> • Graphic design of materials • Market testing of visual elements • Produce materials according to specifications for outdoor media buy • Produce materials according to specifications for digital buy • Design new Instagram assets • Prepare print-ready files for any printed collateral • Deliver files to outdoor advertising vendors, SMC staff, and printers as directed 	<p>\$75,000</p>
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<p>Media/Marketing/Outreach:</p> <p>Create and implement a media/marketing/outreach plan for reaching the target demographic, to include a media buy, marketing strategies, and other outreach efforts. To be expended by September 30, 2019.</p>	<p>Implement media/marketing/outreach plan, including:</p> <ul style="list-style-type: none"> ● Media Buy <ul style="list-style-type: none"> ○ Digital media buy ○ Out-of-home in identified target communities ● Placement of advertisements (social media, traditional print media, outdoor, etc.) ● Other outreach and marketing strategies (i.e., school/CBO partnerships, direct mail campaign, narrow-casting, etc.) 	<ul style="list-style-type: none"> ● Project management to coordinate and implement media/marketing/outreach plan including purchasing media for approved media strategy ● Implement and manage media buy, including coordinate and traffic media assets, review inventory and provide recommendations on potential locations/timing, outdoor buy and digital buy, and media placed late Fall/Early Winter (buy inventory prior to Sept 30) ● Develop and implement additional marketing/outreach strategies such as school/CBO outreach partnerships, youth-driven marketing, and grassroots outreach ● Provide report summarizing reach and available metrics 	<p>\$230,000</p>
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San Mateo County Smoke is Smoke Campaign – All funds to be expended by June 30, 2019

Deliverable/Description	Objective	Strategy/Action Items	Staff	Budget
<p>Initial Discovery:</p> <p>Research and review the current tobacco prevention efforts, attitudes/beliefs/behaviors around tobacco, new multi-unit house policies/ordinances, County strengths & needs, resources available, partner organizations and departments, and other background information.</p>	<ul style="list-style-type: none"> • Increase understanding of project needs and desired outcomes • Explore how Cannabis Decoded can be passively paired with the Smoke is Smoke campaign 	<ul style="list-style-type: none"> • Participate in an informational session with SMC Health/TPP that will cover: <ul style="list-style-type: none"> ○ San Bruno SF-MUH ordinance ○ TPP needs ○ Other information that will be needed for the development of the campaign, to include a review of existing attitudes, external resources, and internal resources 	<p>Changery - Ryan/Lisa</p>	<p>\$5,000</p>

<p>Messaging and Brand Development:</p> <p>Develop brand identity and key messages that will effectively reach the target demographic.</p>	<p>Create messaging for the target pop:</p> <ul style="list-style-type: none"> ● People in multi-unit housing ● Ages 25-65 ● In San Bruno city limits ● Multi-welling housing units <p>Accomplish the following goals:</p> <ul style="list-style-type: none"> ● Inform multi-unit housing in San Bruno of new ordinance ● Education and awareness about any smoking indoors is unhealthy ● Action: drive people to SMC smoke free housing website https://www.smchealth.org/driftingsmoke <p>Meet the following requirements:</p> <ul style="list-style-type: none"> ● Would focus on a tobacco theme but include cannabis smoking as well ● Needs to be more tobacco focused in order to use tobacco funds ● Integrating this campaign with multi-unit housing smoke free policies/ordinances (smoke free from tobacco means smoke free from cannabis) <ul style="list-style-type: none"> ○ Some ordinances exempt medical cannabis 	<ul style="list-style-type: none"> ● Draft proposed messaging for targeted audience ● Develop brand and brand guidelines ● Market research and testing of messaging ● Market testing of brand elements ● Revise based on recommendations ● Submit messaging to the SMC work group for review and approval ● Submit brand identity to the SMC work group for review and approval 	<p>Changery - Ryan/Nicole</p> <p>Brand/Graphic Designer – Kayla</p>	<p>\$25,000</p>
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<p>Media Consultation and Dissemination Strategy:</p> <p>Create a media/marketing plan for reaching the target demographic and develop a plan for dissemination and media buy.</p>	<p>Create a media/marketing plan to reach the multi-unit housing residents in the City of San Bruno. Inform them of policies that impact smoke use in their residence, encourage smoking cessation and utilization of resources on existing county website.</p>	<ul style="list-style-type: none"> ● Research most effective strategies for reaching target demographic. ● Provide recommendations for placement of advertisements (in both social media and traditional print media) ● Provide recommendations for placement of outdoor advertisements ● Provide recommendations for other dissemination strategies (i.e., direct mail campaign, narrow-casting, etc.) ● Develop a list of creative items needed for marketing and collateral ● Create media/marketing plan based upon findings and recommendations. 	<p>Changery - Ryan/Lisa</p> <p>Brand/Graphic Designer – Kayla</p> <p>Media–Jana</p>	<p>\$25,000</p>
<p>Creative Development:</p> <p>Create flyers, collateral, and other marketing material (including outdoor advertisements) to support the campaign.</p>	<p>Create a brand and marketing materials that attract the attention of the target demographic, promoting awareness of housing policies and drives viewer to learn more (via existing website).</p>	<ul style="list-style-type: none"> ● Graphic design of materials ● Market testing of visual elements ● Produce materials according to specifications for outdoor media buy ● Produce materials according to specifications for digital buy ● Produce materials according to specifications for print media buy ● Prepare print-ready files for any printed collateral ● Deliver files to outdoor advertising vendors, SMC staff, and printers as directed 	<p>Changery - Ryan</p> <p>Brand/Graphic Designer – Kayla</p>	<p>\$35,000</p>

<p>Media Buy:</p> <p>Implementation of media/marketing dissemination plan. Purchase outdoor media in targeted locations.</p>	<p>Implement media/marketing dissemination plan including media buy.</p> <p>Media Buy in San Bruno:</p> <ul style="list-style-type: none"> ● Envisioned media/marketing activities: <ul style="list-style-type: none"> ○ Ads in local newspaper San Mateo Daily Journal* ○ Direct mailed letters/flyers* ○ Google search and display ads* ○ Targeted social media (Nextdoor, Twitter, Facebook, Instagram)* ○ Bus ads on shelters and on bus kings/queens <ul style="list-style-type: none"> ■ Along CA-82, bus shelter in front of City Hall ■ Prefer bus shelters over bus kings/queens if had to choose, but would like both <p><i>* San Mateo County staff will place ads in local newspapers, purchase ads on social media channels, and/or potentially distribute flyers or mailing. Budget for these internal activities is NOT included in this proposal.</i></p>	<ul style="list-style-type: none"> ● Project management to coordinate and implement media/marketing dissemination plan including purchasing media for approved media strategy ● Coordinate and traffic media assets ● Provide report summarizing reach and available media metrics ● Review inventory and provide recommendations on potential locations/timing ● Outdoor buy, potentially including: <ul style="list-style-type: none"> ○ Along CA-82, bus shelter in front of City Hall ○ Bus shelters in front of multi-unit apartment complexes within San Bruno city limits ○ Bus kings/queens on routes that stop at multi-unit apartment complexes in San Bruno ● Media placed late spring/early summer <ul style="list-style-type: none"> ○ Buy inventory in Q2 	<p>Changery – Ryan Media – Jana/Trisha</p>	<p>\$53,000</p> <p>*Estimate for Bus Shelters (30 Locations) - focus on the areas provided - \$23,000</p>
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Youth Substance Use Treatment Messaging and Outreach – All funds to be expended by September 30, 2019

Deliverable/Description	Objective	Strategy/Action Items	Budget
<p>Formative Research:</p> <p>Research and review the current youth substance use treatment efforts, attitudes/beliefs/behaviors of youth around substances and treatment, County strengths & needs, resources available, partner organizations and departments, barriers to treatment, youth-identified prevention and early intervention strategies needed, review current literature</p>	<ul style="list-style-type: none"> ● Increase understanding of project needs and desired outcomes ● Review current scientific literature regarding treatment service outreach best practices ● Form relationships with stakeholders and identify currently available resources ● Identify geographic areas of need and differentiation within SMC 	<ul style="list-style-type: none"> ● Review SMC information available on treatment needs and utilization rates, as well as any existing information from stakeholders ● Conduct literature review of current state of practice regarding substance use treatment for youth and effective outreach strategies 	<p>\$10,000</p>
<p>Message Development:</p> <p>Develop key messages that will effectively reach the target demographic.</p>	<p>Create messaging for the target pop:</p> <ul style="list-style-type: none"> ● Ages 12-18 ● In San Mateo County ● At risk for substance use, currently using substances, or in need of substance use treatment ● Based on current youth KABs around substance use treatment services <p>Accomplish the following goals (to be refined during formative research):</p> <ul style="list-style-type: none"> ● Educate and raise awareness of need for substance use treatment services (How do I know when I/someone needs services) ● Raise awareness of substance use treatment facilities/programs for youth and remove barriers to engagement (Where do I go/how do I get services) 	<ul style="list-style-type: none"> ● Conduct focus groups with target population to identify barriers to treatment, needs, and formulate messaging and outreach channels ● Draft proposed messaging for targeted audience ● Market research and testing of messaging 	<p>\$25,000</p>

<p>Materials Development:</p> <p>Develop materials and collateral that will effectively reach the target demographic.</p>	<p>Create media/marketing/outreach materials for the target pop:</p> <ul style="list-style-type: none"> ● Ages 12-18 ● In San Mateo County ● At risk for substance use, currently using substances, or in need of substance use treatment ● Based on current youth KABs around substance use treatment services <p>To accomplish the following goals (to be refined during formative research and messaging testing):</p> <ul style="list-style-type: none"> ● Educate and raise awareness of need for substance use treatment services (how do I know when I/someone needs services) ● Raise awareness of substance use treatment facilities/programs for youth (where do I go/how do I get services) 	<ul style="list-style-type: none"> ● Develop look and feel for targeted audience ● Develop creative materials and collateral needed for media/marketing plan implementation 	<p>\$35,000</p>
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<p>Media/Marketing:</p> <p>Create and implement a media/marketing plan for reaching the target demographic, to include a media buy, marketing strategies, and other outreach efforts.</p>	<p>Create and implement a media/marketing plan to reach young people at risk of using substances, currently using substances, or in need of substance use treatment.</p> <p>Accomplish the following goals:</p> <ul style="list-style-type: none"> • Educate and raise awareness of need for substance use treatment services (how do I know when I/someone needs services) • Raise awareness of substance use treatment facilities/programs for youth (where do I go/how do I get services) 	<ul style="list-style-type: none"> • Research most effective media/marketing/outreach strategies and channels for reaching target demographic • Provide recommendations for placement of advertisements (social media, traditional print media, outdoor, etc.) • Provide recommendations for other outreach and marketing strategies (i.e., school/CBO partnerships, direct mail campaign, narrow-casting, etc.) • Create comprehensive media/marketing strategic plan based upon findings and recommendations • Review and integrate feedback on media/marketing plan with SMC • Implement media/marketing plan 	<p>\$100,000</p>
TOTAL			\$713,000