



Task Order

Ombudsman Volunteers Marketing

Project Description

The Allegheny County Department of Human Services (DHS) is seeking a marketing agency to implement a marketing campaign to recruit volunteers for the ombudsman program. Ombudsmen are trained advocates working on behalf of residents of personal care homes and nursing homes.

Background

The Allegheny County ombudsman program trains volunteers to be advocates for personal care home and nursing home residents. Through their role as an ombudsman, volunteers:

- Help pursue remedies if a resident has a complaint or problem with their care or services.
- Provide information about residents' rights and help them exercise those rights.
- Promote the highest quality of care for older adults and persons with disabilities who are residents of Pennsylvania.
- Represent consumers and work within the legislative and rule-making process to improve long-term care services throughout the state.

The Ombudsman Program is coordinated through DHS's Area Agency on Aging. Each year, the Ombudsman program's six staff persons and 12 certified volunteers help nearly 1,000 residents in long-term care to resolve problems related to their rights and quality of care.

Project

The selected agency will be responsible for designing and implementing a two-year marketing campaign to recruit at least eight volunteers to participate in the ombudsman program. DHS is looking for an agency that has a successful track record of similar projects and can recommend

the most appropriate marketing strategies. The campaign may use a mix of traditional, digital, and outdoor advertising.

During planning and implementation of the marketing campaign, the selected agency will meet on a recurring basis with representatives from DHS, including staff from the Area Agency on Aging, which oversees the ombudsman program, and staff from the Office of Equity and Engagement, which is responsible for communication and marketing at DHS.

While there are no specific expectations of what a marketing campaign or resulting materials will look like, Allegheny County has style guides for both design and language which must be incorporated into any final products. DHS will have final approval of all materials.

Award Details

We anticipate entering into a two-year agreement with one Successful Applicant for a contracted amount not to exceed \$65,960. Please submit a budget including an explanation of all costs. The budget will not be included in the page limit. Final award details will be negotiated with the Successful Applicant.

It may take 60-90 days from the award decision for DHS to fully execute the contract with the selected agency.

All parties who contract with Allegheny County must comply with our standard terms and conditions, available for review on our Solicitations webpage:

[http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-\(RFP/RFQ/RFI\).aspx](http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx). For more information, please refer to section 7 in the Request for Qualifications (RFQ) under which you were qualified.

How To Submit a Response

Respondents to this task order must be pre-qualified under the [RFQ for Design, Content and Digital Strategy](#).

Please respond to this Task Order by typing your response to each requested item directly into this Word document. All inquiries and questions should be submitted via email to DHSProposals@alleghenycounty.us. Your written Response should not exceed three pages. This limit does not include your budget or relevant examples of your experience.

Note that we will review the Application that you submitted to become qualified under the RFQ in conjunction with your response to this Task Order. Therefore, there is no need to duplicate information that you provided in that Application. Your Response to this Task Order should be specifically tailored to this project.

Submit your completed Response electronically by logging into or creating an account on Bonfire at <https://allegHENYcountyDHS.bonfirehub.com> and uploading the required submission documents to the appropriate Task Order Opportunity Page no later than **3:00 p.m. Eastern Time on Thursday, December 7, 2023**, to be considered for review.

If you are having trouble making an account or uploading your documents, please contact Bonfire Support. You can also reach out to the DHS Procurement Team at DHSProposals@allegHENYcounty.us or (412) 350-6352.

If you have any questions about this RFP, please email us at DHSProposals@allegHENYcounty.us, or use the Vendor Discussion feature through the DHS Bonfire Portal at <https://allegHENYcountyDHS.bonfirehub.com> on the Task Order Opportunity Page.

If additional information is required after receipt of your Response, you will be contacted.

Timeline

Task Order Issued: Tuesday, November 14, 2023

Response Deadline: 3 p.m. Eastern Time on December 7, 2023

Estimated Award Decision: Mid-December 2023

Estimated Start Date: January 2024

Estimated End Date: December 2025

How We Will Evaluate Your Response

DHS will convene an Evaluation Committee to evaluate the Responses using the process described in Section 5 of the RFQ. The maximum score that a Response can receive is 50 points. The Evaluation Committee will assign scores to each Response by awarding points based on the following evaluation criteria:

Relevant Experience (25 points possible)

- Successful track record with similar volunteer recruitment marketing projects (15 points)
- Experience working on projects related to the aging and disability-related services (10 points)

Task Order Approach (25 points possible)

- Proposed approach for the task order, including a list of proposed strategies and creative materials (15 points)
- Estimated budget and timeline for the marketing campaign (10 points)

Response

Respondent's Name: The Hatcher Group, Inc.

1. Provide example(s) of project(s) like the project described in the Task Order. Include as many examples as you feel appropriate to sufficiently describe your experience. Feel free to include links or attachments.

The Hatcher Group (Hatcher) has extensive experience developing recruitment marketing campaigns for public service positions at prominent federal agencies. From promoting open jobs, raising awareness about career pathways, and garnering the candidate's interest to start and complete the application process, we've developed and executed several large-scale strategic recruitment campaigns. This work includes:

- Driving awareness about **the Allegheny County Department of Human Services (DHS) Mission Recruit** campaign.
- Creating and implementing a recruitment advertising campaign for **the Federal Bureau of Investigation (FBI)** with a focus on diverse candidates.
- Developing a comprehensive campaign plan educating the public about the **National Aging and Disability Transportation Center (NADTC)** "Every Ride Counts" program in order to recruit volunteer drivers from around the country.
- Promoting **USAging's** Eldercare Locator through an innovative marketing strategy which targets people both nationally and locally.

With this experience and by leveraging our expertise in diversity, equity, and inclusion, Hatcher is well-positioned to help Allegheny County recruit a high-quality, diverse workforce to meet its staffing goals and effectively serve its residents. Please find relevant case studies below.

Allegheny Mission Recruit

The Allegheny County Department of Human Services (DHS) selected Hatcher to support its Mission Recruit campaign, which aimed to secure at least 1,500 warm leads and fill 300 positions in 2023. DHS was struggling in a post-pandemic labor market to reach their recruitment goals and diversify their applicant pool. Through discovery and research, including stakeholder interviews, Hatcher was able to determine what made Allegheny DHS' challenges unique. With that information, we tailored our approach to address the lack of awareness of Allegheny DHS, increase consideration by highlighting the benefits of working at Allegheny DHS, and finally convert qualified candidates to start and complete the application process.

Our three-pronged approach focused on awareness, consideration, and conversion. First, we drove awareness about Allegheny DHS as a place of employment and informed relevant prospective candidates about available job opportunities, required skills, and key benefits of working at Allegheny DHS. We developed and implemented programmatic ads directed at Allegheny DHS' target audience of diverse, qualified candidates. Next, we created LinkedIn sponsored ads and Reddit ads to leverage Allegheny DHS's recruitment brand to encourage people to consider working at Allegheny DHS. Our content strategy highlighted why Allegheny DHS is a great place to work and made the connection

between a candidate's skills and the skills Allegheny DHS sought. Last, we drove conversion of qualified candidates to start and complete the Allegheny DHS job form. Through Google search ads, Meta lead generation ads, job postings, and job boards, we were able to usher qualified candidates through the job application process.

Since the Mission Recruit campaign launched in June 2023, our campaign has generated a total of 3.2 million impressions and 91,452 clicks across multiple platforms. A total of 2,965 warm leads (those who demonstrated interest through actively filling out a form or clicking an ad to provide their information) were generated through the Meta and LinkedIn Sponsored campaign, nearly double Allegheny DHS's goal of 1,500.

Federal Bureau of Investigation Office of Diversity and Inclusion

The Federal Bureau of Investigation (FBI) Human Resource Division (HRD) enlisted Hatcher to revitalize the Bureau's recruitment efforts through the design and implementation of an advertising and marketing campaign. In 2021, the FBI expanded its relationship with Hatcher to include the Office of Diversity and Inclusion (ODI) and the Language Testing and Assessment Unit (LTAU).

The fundamental mission of this project was to increase applications from qualified candidates, reduce applicant loss during the hiring cycle, recruit from underrepresented communities, emphasize the diverse culture of FBI employees, and present the FBI as an innovative, inclusive, and professionally rewarding place to work. The FBI sought to leverage social channels to amplify the reach of our recruitment initiatives, targeting woman, people of color, and people with disabilities to increase the percentage of applicants from these groups and build pipelines to diverse candidates through FBI's Beacon Project, which seeks to build relationships with HBCUs and other minority-serving institutions.

To optimize our recruiting efforts, we first needed to understand the landscape. Through a comprehensive discovery process, our team researched evolving trends in recruitment and hiring and their impact on the public sector. We researched and analyzed data from the U.S. Census Bureau, Bureau of Labor Statistics, Department of Labor, industry job trends, and other sources, to contribute to channel choice, audience definition, and targeting decisions. Our team developed candidate personas based on psychographic data and leveraged these personas to design a brand and outreach strategy tailored to our target audience.

With our understanding of the landscape, we launched a digital marketing campaign to bolster FBI's recruiting efforts and direct candidates to the FBIJobs.gov site. While this work began with a single LinkedIn company profile, targeted email blasts, and the placement of banner ads, these outreach efforts have since grown into a national, multichannel effort that includes company profiles and job postings across 17 job platforms, programmatic advertising (display, video, and digital audio), targeted emails, search engine ads, print, out-of-home, and radio ads.

Later, our campaign broadened to job posts on job boards, organic and sponsored social posts, company profiles, programmatic advertising, and audio and video advertising. Whatever the medium, Hatcher's well-mapped-out content strategy continues to drive traffic to branded destinations (websites, landing pages, applications, and user communities) that provide greater detail about FBI job opportunities. These creative assets work in harmony and draw in prospects to inform, engage, and excite them. This work maintains brand consistency, which enhances brand awareness and sparks engagement.

Our campaign had a profound impact. Through focused digital campaigns and new creative, the FBI saw an increase in the percentage of FBI Special Agent applications from diverse ethnic groups, including Latino, Black, and Asian American populations, from 47% in 2021 to 52% in 2022. Additionally, there was an increase in the percentage of applications by woman from 37% in 2021 to 38% in 2022.

NADTC Every Ride Counts

Hatcher has supported the National Aging and Disability Transportation Center (NADTC) in launching two iterations of the “Every Ride Counts” pilot program, a comprehensive public campaign to promote the availability and accessibility of transportation options for older adults, people with disabilities, and caregivers in communities across the country. This included recruiting volunteer drivers from around the country to ensure that older adults, people with disabilities, and caregivers can get where they need to go safely. For each pilot iteration, NADTC identified five individual transportation providers as program grantees. Each grantee worked closely with NADTC and Hatcher to implement an integrated marketing plan and to customize the “Every Ride Counts” campaign materials for their individual organization and community.

For each campaign, Hatcher crafted creative assets, co-branded with "Every Ride Counts" and the grantee organization’s brand, to promote the program’s unique offerings and enhance campaign visibility. Collaborating closely with each organization, Hatcher produced compelling and inspiring creative that incorporated images of real transportation users to authentically represent each community. These materials included billboards, bus ads, movie theater ads, radio spots, taxi toppers, shuttle wraps, posters, newspaper ads, social media, and digital ads.

In addition, Hatcher conducted several interviews with volunteer drivers, experts, and program managers in the aging and transportation space to gain invaluable insights to inform messaging for the Every Ride Counts effort to recruit volunteer drivers. Across the interviews, major themes arose about the benefits of volunteering. Interviewees said that the main benefits to volunteer drivers participating in the programs included flexibility and ease of volunteer driving; companionship and strong bonds between drivers and riders; giving back to the community; staying active in the community and getting out of the house; and a sense of “paying it forward.”

We also heard from interviewees that it will be important to keep in mind several potential barriers to recruitment including gas prices, the increasingly later age of retirement, and the competition from other organizations seeking volunteers. Consistently re-engaging with volunteers to help them feel connected, building strong local partnerships, encouraging word-of-mouth interactions, and expressing appreciation for volunteers were all suggested as ways to secure new volunteers and retain existing ones.

Using the information gathered in these interviews, we developed strategic messaging for the campaign and social media toolkits in order to make the volunteer opportunities easier to share. These toolkits included templates for social media graphics and copy-and-paste messaging for Facebook and Twitter/X posts.

USAging

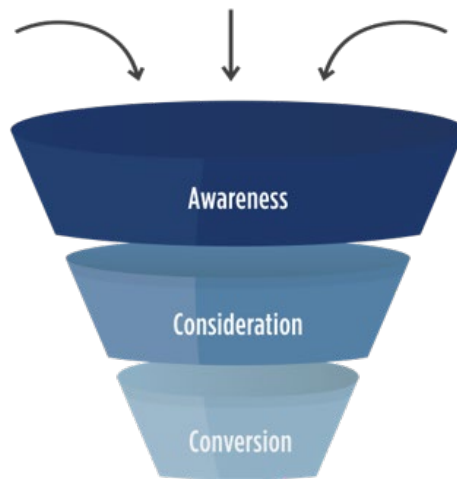
The Eldercare Locator is an essential program that connects older adults, their families, and caregivers to local resources that can help with aging well at home. To promote the Eldercare Locator in communities across the country, Hatcher developed an integrated marketing campaign that aimed to increase awareness and use of the hotline and resources. As the initial marketing campaign for the Eldercare Locator, our goal was to pilot-test a variety of marketing approaches and gauge the effectiveness of each tactic to inform and optimize future marketing efforts.

Our innovative approach featured three primary components: a national strategy, a "Select 20" strategy, and a hyper-local out-of-home advertising strategy. Through each component, we employed specific tactics with unique content built on reaching older adults, caregivers, and their families in the target geographic locations. Our strategy included a wide array of digital tactics, including direct mailers, a billboard, posters in grocery stores and pharmacies, and streaming audio.

The national strategy focused on the top DMAs around the country, prioritizing digital marketing tactics to use our budget most effectively across such a large population.

2. Briefly describe the approach you propose for the project described in the Task Order. Please include: 1) your specific strategies and creative materials and 2) estimated budget and timeline for the project.

Hatcher's marketing plan for Allegheny County will leverage research and the department's brand to inform, engage, and convert potential candidates into applicants. The strategy uses paid, earned, shared, and owned channels to deliver tailored content to target audiences. Our integrated campaigns unite tactics across channels, scaffolding the candidate's journey from awareness to consideration to conversion.



Discovery and Content Development

Moving a potential ombudsman from awareness to interest to action requires an understanding of their psychographic profile, built with meaningful qualitative and quantitative market research.

Our first step is to gather holistic data that will inform our strategy. To learn more about your specific audience, we will audit existing recruitment materials, tactics, and campaign outcomes, if any; conduct interviews with key DHS stakeholders; and develop a recruitment-focused survey to distribute to a larger stakeholder group. We will then synthesize the data into a summary report to guide our strategy.

Next, we will deploy our award-winning writers and designers to use the research results to develop branded materials, including messaging and creative assets. The messaging will align your brand with the identified interests of candidates to position DHS as a welcome and fulfilling place for potential ombudsmen who live in Allegheny County and surrounding jurisdictions.

Tasks/Deliverables:

- Audit of existing recruitment materials, tactics, and outcomes
- Online survey for stakeholders
- Five interviews with key stakeholders
- Summary report of research findings

Recruitment Campaign Planning and Implementation

With data, research, content, and creative assets in hand, we will develop a strategic recruitment plan to reach potential candidates directly and through DHS internal staff.

In collaboration with the DHS team, we will leverage a variety of platforms and tactics to effectively reach your target audience(s) to promote the ombudsman program to external audiences – and to give your internal DHS staff the tools they need to tap into their existing networks. This outreach strategy will feature intentional messaging that appeals to a diverse audience. In addition, we will provide monthly topline results and a final campaign report that will detail the entire recruitment campaign and results.

External Audience Strategies

Considering your goal, target audiences, and recruitment best practices, we will develop an integrated paid media campaign to maximize your budget and deliver the best results. The tactics include a mix of established social media platforms, search engine ads, and out-of-home advertising. Combined with our compelling graphics and messaging, these tactics will drive the necessary pool of qualified, diverse candidates from awareness to interest to application.

Hatcher will manage all ad buys across the designated platforms, engaging with the vendor to negotiate the best prices. Where possible, ads will be geotargeted to micro-target potential candidates. This may include the entire county and surrounding jurisdictions and/or specific addresses or locations.

As the campaign progresses, we will make strategic adjustments to keep our tactics performing at the highest level possible. This includes A/B testing campaign messaging and graphics and refreshing it monthly. Using the weekly campaign data, and with approval from DHS, we will adjust the tactics within the existing budget to optimize performance. We will provide monthly reporting on digital performance.

Tasks/deliverables:

- One one-pager
- Two billboard designs
- Two bus ad designs
- 5 digital assets, refreshed twice (15 total) with monthly reporting.

Internal Audience Strategies

Employees are often best positioned to evangelize on behalf of their employer. According to Glassdoor, nearly 60% of DHS employees would refer a job to a friend. To help employees better serve as recruitment champions, Hatcher will develop a toolkit of print and digital materials for DHS employees to promote the organization and the ombudsman program through their accounts. This will include graphics for social media, posters, and sample messages. We will also create talking points employees can use to craft a personalized recruitment pitch to friends, family, and others.

Tasks/Deliverables:

- Create a social media toolkit for internal stakeholders and external partners.
- Develop talking points for internal stakeholders.

Project Management

Providing high-touch and detailed project management is our calling card. Hatcher takes great pride in being responsive, hands-on, and time- and cost-efficient throughout the life of a project. Our work together would begin with a kickoff meeting to establish the roles and responsibilities between Hatcher and DHS. Hatcher will then schedule and facilitate semimonthly check-ins to discuss tasks and deliverables, review campaign performance metrics, and gather feedback. At the end of the campaign, we will produce a wrap-up report highlighting results, lessons learned, and future recommendations.

Tasks/Deliverables:

- Kickoff meeting
- Semimonthly check-in meetings
- Final campaign report

Timeline

Hatcher is prepared to begin work immediately. We have built a projected time-phased action plan to develop, launch, and implement the ombudsman recruiting campaign based on our recommended period of performance of Jan. 1, 2024–Jan. 31, 2025. Please see the detailed timeline [here](#).

Budget

We have provided a price quote for a \$65,883 budget. Please find our detailed budget below:

Tasks/Expenses	Cost
Research and Development of Marketing Plan	\$5,655.00
Design	\$10,784.00
Campaign Management and Reporting	\$10,548.00
Partner Identification and Recruitment	\$2,832.00
Project Management and Check-in Meetings	\$5,518.00
Kick-off Meeting	\$1,546.00
Digital Ads	\$13,000
Out-of-Home	\$15,000
Printing	\$1,000
Labor Total	\$36,883
Expenses Total	\$29,000
Grand Total	\$65,883