

## **SCOPE OF WORK**

### **PROJECT MANAGEMENT & COMMUNICATION SERVICES FOR IMPLEMENTATION OF THE ENVISION ATHENS PLAN**

#### **INTRODUCTION**

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Consultant will provide professional services in support of project management, marketing, communications and outreach, meeting facilitation, and other administrative responsibilities as identified and directed by the Envision Athens Board of Directors, working through Athens Housing Redevelopment, Inc., the contracting entity.

The work proposed in this document covers the following tasks:

- Task 1: Project Management
- Task 2: General Plan Administration
- Task 3: Design and Develop Marketing Collateral
- Task 4: Develop a Communications and Outreach Plan
- Task 5: Coordinate and Facilitate Meetings
- Task 6: Maintain the Process Website
- Task 7: Create and Maintain Action Agenda Database
- Task 8: Plan, Organize, and Promote Annual Event

#### **SCOPE OF WORK**

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##### **Task 1: Project Management and Work Program**

**Objective:** Provide project management services for the Envision Athens Plan as approved by the 38-member Steering Committee.

**Activities:** Task activities will include:

1. Convene the Institutional Partners and/or Community Stakeholders to facilitate the identification of the intended outcomes for the Action Agenda and map a series of incremental milestones to achieving the outcomes.
2. Create a Master Schedule using the Action Agenda to include initiation of individual programs, policies, or projects and overall major milestone events.
3. Develop a five-year work program to address the priority Action Agenda.
4. Support and assist with development of individual project schedules and budgets associated with the five-year work program.
5. Facilitate and coordinate the Institutional Partners and/or Community Stakeholders as they execute the work program.
6. Maintain the Action Agenda and approved implementation plans as identified by the Institutional Partners and/or Community Stakeholders.
7. Identify and monitor opportunities for collaboration within the Action Agenda among the Institutional Partners and/or Community

Stakeholders, including but not limited to the Athens Well-Being and the Southern Network for Economic Mobility initiatives.

8. Provide updates to the Board on the progress of the Action Agenda.

Deliverables:

Deliverables will include:

- Project management services.
- Five-Year Work Program.
- Meetings and/or conference calls.

Assumptions:

Assumptions include:

- Changes to the Action Agenda or Work Program by the Institutional Partners and/or Community Stakeholders for any given topic area will be reviewed and approved or accepted by the Board.

## **Task 2: General Plan Administration**

Objective:

Administer the Envision Athens Plan as approved by the 38-member Steering Committee.

Activities:

Task activities will include:

1. In coordination with the appropriate Institutional Partners and/or Community Stakeholders, facilitate the identification of the necessary steps to implement the prioritized Action Agenda items for each Topic Area of the Plan.
2. Establish an appropriate and sufficient way to track all activity and maintain status of program funding and funding allocation and utilization; provide reporting as necessary to properly support financial decision-making by the Envision Athens Board and to provide all necessary routine financial reporting to the Institutional Partners, the Community Stakeholders, and to the public as appropriate.
3. Provide periodic and routine reporting to the Envision Athens Board as identified in the Envision Athens plan; design the necessary products to support reporting.
4. Provide periodic reporting to Institutional Partners and/or Community Stakeholders through meetings and/or written reports as needed.
5. Plan and develop required formal Reports for the Board as directed.

Deliverables:

Deliverables will include:

- Administrative services.
- Meetings and/or conference calls.

Assumptions:

Assumptions include:

- All Institutional Partners and Community Stakeholders identified in the Plan are willing participants and supporters of the Action Agenda.

## **Task 3: Design and Develop Marketing Collateral**

Objective:

Create marketing collateral to keep public informed about Plan progress; ensuring a strong connection of the Envision Athens brand to all relevant efforts, to create further understanding and cohesion.

Activities:

Task activities may include:

1. Prepare draft design layouts (artwork and text) for items Board determines are needed for marketing purposes. These may include, but are not limited to, traveling exhibits, fliers, posters, newsletters, advertisements, and pieces for the process website.
2. Solicit price quotes for any identified marketing collateral from at least three qualified vendors for which printing services are necessary.
3. Meetings with Board to receive input/feedback and final authorization on identified marketing collateral.

Deliverables:

Deliverables will include:

- Draft design layouts for marketing materials.
- Meetings and/or conference calls.
- Final design of all marketing collateral.
- Three vendor price quotes for all marketing materials.

Assumptions:

Assumptions include:

- Budget will be established and approved by the Board to cover the production of all approved marketing collateral.

#### **Task 4: Develop a Communications and Outreach Plan**

Objective:

Develop a vigorous communication and outreach plan to keep the public engaged in the Plan and its progress.

Activities:

Task activities will include:

1. Creation of a communication and outreach plan that encompasses the 14 identified topic areas of the Plan. The Plan may include, but is not limited to:
  - a. Establish and publish an email address,
  - b. Maintain and refresh the process Facebook and Website pages as needed or directed,
  - c. Write press releases,
  - d. Create and distribute a quarterly newsletter with at least one article and/or update for each of the 14 topic areas,
  - e. Develop and distribute emails,
  - f. Attend and "table" at local community events,
  - g. Appear on local radio shows,
  - h. Record radio commercials,
  - i. Speak to local civic clubs and/or organizations,
  - j. Establish and maintain a presence via other forms of social media (e.g.: Twitter, Instagram, Snapchat, Next Door, neighborhood listservs, etc.),
  - k. Design advertisements for media outlets which may include billboards, radio commercials, slides for cable access channel,
  - l. Develop communication pieces about specific topic areas of the Action Agenda, so they may be provided to Institutional Partners and/or Community Stakeholders for them to share via their networks, and

- m. Design and publish a Community Report Card on the accomplishments of the Action Agenda.
2. Provide requested information and appropriate response to media and public inquires related to the planning and status of the Plan.
3. Plan and conduct public informational meetings as directed by the Board and in coordination with the Community Stakeholders.
4. Meetings and/or conference calls with the Board and/or Community Stakeholders to receive input/feedback.

Deliverables:

Deliverables will include:

- Communication and Outreach Plan.
- Meetings and/or conference calls.

Assumptions:

Assumptions include:

- The Board will establish and approve a budget that will cover costs associated with the Communications and Outreach Plan.

### **Task 5: Coordinate and Facilitate Meetings**

Objective: Convene and facilitate meetings of and/or between Board of Directors, Institutional Partners and Community Stakeholders

Activities:

Task activities will include:

1. Develop meeting agendas based on Action Agenda and/or other needs identified.
2. Schedule meetings and secure meeting locations.
3. Coordinate and manage, as appropriate, the participation of the Board, Institutional Partners and/or Community Stakeholders in all planning related activities.
4. Convene and facilitate meetings.
5. Record and publish minutes from meetings.
6. Ensure proper and timely documentation of decisions and recommendations made by the Board, Institutional Partners and/or Community Stakeholders.

Deliverables:

Deliverables will include:

- Meetings and/or conference calls.
- Preparation and publishing of meeting minutes.

Assumptions:

Assumptions include:

- Meetings will be held at public facilities or those of the Board, Institutional Partners, and/or Community Stakeholders and not involve any rental fees.

### **Task 6: Maintain the Process Website**

Objective: Maintain the Process Website and keep it up to date with information about the Plan (i.e.: reports, pictures, news, event calendar, etc.).

Activities:

Task activities will include:

1. Maintain annual registration of website domain name.

2. Secure server hosting for the webpages.
3. Develop all copy for the website and upload all changes.
4. As directed, make necessary format changes.
5. Meetings with the Board to receive input/feedback on website.

Deliverables: Deliverables will include:

- Annual registration of domain name.
- Secure hosting of website.
- Updated and properly maintained website.
- Meetings and/or conference calls.

Assumptions: Assumptions include:

- The Board will establish and approve a budget that will cover the costs associated with maintaining the process website.

### **Task 7: Database and Performance Measurement System**

Objective: Work with Institutional Partners and Community Stakeholders to facilitate what success looks like, and create a database to record, document and track the accomplishments of the Action Agenda, per the approved five-year Work Program, along performance indicators that could inform the Community Report Card.

Activities: Task activities will include:

1. Create an electronic database to track the accomplishments and any approved changes or modifications of the Action Agenda to each of the 14 topic areas of the Plan.
2. Coordinate with the What Works Cities initiative in establishing some indicators to track community development and economic prosperity.
3. Monitor progress of the Action Agenda.
4. Schedule and facilitate meetings and/or conference calls with the Board to keep them informed of any progress and/or concerns with the Action Agenda.

Deliverables: Deliverables will include:

- Presentations on Action Agenda accomplishments and/or concerns for each of the 14 topic areas of the Plan.
- Meetings and/or conference calls.

Assumptions: Assumptions include:

- The Board will review materials and provide input/feedback to address any concerns.

### **Task 8: Plan, Organize, and Promote Annual Event**

Objective: Plan, organize, and promote an annual event to report back to the public on the progress made, encourage additional conversations and feedback, and solicit input and ideas to further the progress of the Action Agenda.

Activities: Task activities will include:

1. Facilitate conversation with Board to determine the best format for an annual event (e.g.: full day event with a keynote speaker or an

awards program that highlights strides made toward achieving Action Agenda priorities, etc.).

2. Schedule annual event and secure event location.
3. Create all necessary marketing collateral for the annual event.
4. Advertise and promote the annual event through the established Communications and Outreach Plan.

**Deliverables:**

Deliverables will include:

- Annual event.
- Marketing collateral specific to the Annual Event (e.g.: fliers, posters, "Community Report Card" printed on foam core boards for display at annual event, etc.).
- Meetings and/or conference calls.

**Assumptions:**

Assumptions include:

- The Board will establish and approve a budget that will cover the costs associated with holding an Annual Event.

Consultant will initiate the work at the time of project authorization by a signed professional services contract between Athens Housing Redevelopment, Inc. Scope of Work is based on 2,000 annual contractor hours to be billed and takes into account 80 hours of personal/vacation time. As evening and/or weekend work may be required, the contractor is expected to adjust his/her work day or week to accommodate a standard 40-hour work week. Consultant will invoice at the end of each month. The Board will process and make payment on the invoice within the next immediate pay cycle after each invoice is received and no later than 30 days from receipt of the invoice.