



**EXHIBIT A**  
**Final Scope of Work**  
**January 26, 2021**

Task	SubTasks	Deliverables	D&A Responsibilities	AIMS Responsibilities	Timeline
<p><b>Project Kick Off</b></p> <p>D&amp;A approaches each project based on our client's unique set of objectives and challenges, which we assess during the kick-off meeting. Focused on outcomes not outputs, we will work with you to align on the key performance indicators (KPIs) required for success.</p>	<p><b>Task 1.1</b> Kick-Off Meeting. Coordinate and facilitate one (1) virtual meeting with D&amp;A and AIMS teams to review project needs, deliverables, expectations, roles, and responsibilities.</p> <p><b>Task 1.2</b> Project Plan. Develop and refine a project plan based on AIMS input.</p>	<p><i>Project Plan with timeline</i></p> <p><i>Confirmed Key Performance Indicators</i></p>	<ol style="list-style-type: none"> <li>1. Schedule and deliver agenda for virtual meeting with D&amp;A and AIMS teams to review project needs, deliverables, expectations, roles, and responsibilities.</li> <li>2. Develop and refine a project plan based on AIMS input.</li> <li>3. Facilitate the kick off meeting.</li> <li>4. Provide two (2) rounds of refinements per deliverable.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prioritize and confirm the list of stakeholders to attend the kick off meeting.</li> <li>2. Provide initial email introductions with all contact information for each stakeholder.</li> <li>3. Ensure timely feedback on kickoff meeting agenda</li> <li>4. Attend kickoff meeting</li> <li>5. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	<p>Month 1</p>



<p><b>Research &amp; Discovery</b></p> <p>The D&amp;A team will review and analyze data provided by AIMS which will effectively inform our work and enable us to develop an informed communications strategy. For instance, we will review any of AIMS' existing research, website analytics, any studies conducted to date regarding stakeholder perceptions, longitudinal engagement trend information, stakeholder perception data, any audits, competitive analysis, current community engagement strategy, and relevant trend data impacting the organization's ability to achieve its goal and objectives.</p>	<p><b>Task 2.1</b> Following the kick-off meeting, we will conduct a communications audit and a review of the data and research provided to D&amp;A by AIMS.</p> <p><b>Task 2.2</b> We intend to conduct four (4) stakeholder interviews/listening sessions among the following constituent groups: alumni, teachers, and Board of Directors, administrators and one external educational influencer or community leader. This is how we determine the baseline of attitudes and perceptions to shape our strategy and plan. Each group not to exceed eight (8) individuals. And in order to comply with the Brown Act, we suggest the listening session with the Board members either take place during closed sessions (e.g., pertaining to HR matters) or we will engage a smaller cohort of Board members to participate in</p>	<p><i>Stakeholder Interviews/listening sessions (4)</i></p> <p><i>Discussion guide for listening sessions</i></p> <p><i>Key Findings Report (1)</i></p> <p><i>No more than two (2) presentations of Key Findings Report</i></p>	<ol style="list-style-type: none"> <li>1. Develop and finalize listening session discussion guide and manage initial outreach communications to targeted stakeholders</li> <li>2. Design discussion guide for listening sessions.</li> <li>3. Provide transcripts of Stakeholder listening sessions</li> <li>4. Develop and present Key Findings Report</li> <li>5. Deliver two (2) presentations of the Key Findings document—one to staff.</li> <li>6. Provide two (2) rounds of refinements per deliverable.</li> </ol>	<ol style="list-style-type: none"> <li>1) Provide feedback on listening session discussion guides</li> <li>2) Approve listening session discussion guides</li> <li>3) Support D&amp;A in listening session attendee outreach and RSVP follow up and confirmations.</li> <li>4) Ensure Brown Act compliance when meeting with the Board..</li> <li>5) Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> <li>6) Presentations of the Key Findings to the Board.</li> </ol>	<p>Month 1 &amp; Month 2</p>
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	<p>listening sessions to ensure compliance with the Brown Act. Listening sessions will be 60 minutes in duration each and D&amp;A staff will moderate and design the discussion guides.</p> <p><b>Task 2.3</b> Develop a Key Findings report summarizing the highlights and leverageable trends and insights from the research. The Key Findings Report will identify gaps, summarize opportunities, uncover leverageable stakeholder insights to inform messaging, and overall, to help clearly define what we need to shift and how to enhance perceptions.</p>				
<p><b>Messaging Framework</b></p> <p>Informed by D&amp;A's Research and Discovery process, the messaging framework D&amp;A develops</p>	<p><b>Task 3.1</b> D&amp;A will work to create an overall messaging framework to catalyze and engage stakeholders, celebrate AIMS' achievements, and establish AIMS as a leader in the education</p>	<p><i>Messaging Framework (with components articulated is task description)</i></p> <p><i>Develop and</i></p>	<ol style="list-style-type: none"> <li>1. Develop and present one (1) Messaging Framework document</li> <li>2. Following the development and approval of the messaging framework, facilitate</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide feedback and approval on the Messaging Framework document.</li> <li>2. Support outreach and attendee RSVPs for the</li> </ol>	<p>Months 2-3</p>



<p>for AIMS will include the fundamental elements used for copy and content development, ongoing. The framework will be delivered in a digital document which consists of the following: Brand promise statement, point of difference statement, reasons to believe/support points, target audience personas (behaviors, attitudes, motivators, perceptions), mandatory language and terminology required by AIMS for outbound communications, and a brand vocabulary “glossary” or list of keywords that best represent and describe AIMS and its reason for being. We will include AIMS’ existing and mission and vision statement in the messaging framework.</p> <p>The messaging framework will enable the development of</p>	<p>sector, by establishing consistency and a unifying messaging across all communications touchpoints.</p>	<p><i>facilitate one (1) Board training regarding delivery of the AIMS story to the local community</i></p> <p><i>Develop and facilitate one (1) training for up to ten (10) AIMS administrators regarding delivery of the AIMS story to stakeholders</i></p>	<p>one (1) Board training regarding delivery of the AIMS story to the local community. Training at Cabinet Meeting.</p> <ol style="list-style-type: none"> <li>3. Following the development and approval of the Messaging Framework, facilitate one (1) training for up to ten (10) AIMS administrators regarding delivery of the AIMS story to stakeholders.</li> <li>4. Provide two (2) rounds of refinements per deliverable.</li> </ol>	<p>Two training sessions.</p> <ol style="list-style-type: none"> <li>3. Ensure attendance at training sessions.</li> <li>4. Ensure Brown Act compliance when meeting with the Board.</li> <li>5. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	
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<p>compelling, empathetic, inspiring, and inclusive messaging that engages and informs targeted stakeholder audiences on how AIMS is delivering exemplary outcomes in K-12 education. D&amp;A will develop a messaging strategy to support the school District and also develop messaging for each of AIMS' schools ensuring an integrated and consistent messaging platform and brand voice that elevates the overall District and each of the schools. The consistent voice we develop will be woven through all messaging to elevate AIMS and ensure increased positive awareness and reputation for AIMS, overall.</p>					
<p><b>Crisis Communication Plan</b></p>	<p><b>Task 4.1</b> Create a process for communicating during a crisis to ensure School leaders are prepared to proactively respond to</p>	<p><i>Crisis Communications Plan</i></p>	<ol style="list-style-type: none"> <li>1. Develop and present a general crisis communications campaign framework and general crisis</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure timely feedback.</li> <li>2. Ensure legal review and approval of Crisis</li> </ol>	<p>Month 4</p>



<p>D&amp;A will develop an AIMS specific crisis communications strategy that will serve as the guideline for communicating during a crisis.</p> <p><b>**Response planning for specific crisis communications situations are not included in this scope and can be supported by D&amp;A through incremental time and materials scopes of work approved by AIMS. Based on hourly rate.</b></p> <p><b>**Superintendent and D&amp;A determine attorney client privilege depending upon the crisis</b></p>	<p>internal and external stakeholders.</p>		<p>management process document.</p> <ol style="list-style-type: none"> <li>2. Provide two (2) rounds of refinements per deliverable.</li> </ol>	<p>Communication Campaign ensure alignment.</p> <ol style="list-style-type: none"> <li>3. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	
<p><b>Reputation Management &amp; Community Relations</b></p> <p>Successful reputation building and community</p>	<p><b>Task 5.1</b> Reputation Management. Use the insights gained from the Key Findings Report to create a strategic reputation management plan that addresses prevailing sentiment and helps drive</p>	<p><i>Craft one (1) Reputation Management Plan</i></p> <p><i>Develop and distribute one (1) article per quarter highlighting AIMS' visionary</i></p>	<ol style="list-style-type: none"> <li>1. Develop and present Reputation Management Plan</li> <li>2. Develop and distribute one (1) article per quarter</li> <li>3. Pitch one (1) story to national news networks' education</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure timely feedback.</li> <li>2. Ensure legal review and approval of materials, as determined necessary by AIMS</li> </ol>	<p>Months 4-6</p> <p>Quarterly story pitch starting Month 3</p>



<p>relations programs are the result of integrated communications that consistently convey AIMS' success stories, accomplishments, and track record of innovation in K-12 education. Combined, these stories and communication of proof points establish a platform of thought leadership for the school. Thought leadership is a marketing practice focused on the development and deployment of messaging and content that positions the organization as an expert, a leader, an innovator, a change agent, and a role model for those who operate in the same industry. Thought leadership messaging will include stories about AIMS' graduation rates, student success stories, pedagogical innovation, and other examples of AIMS' special recipe for</p>	<p>positive reputation metrics.</p> <p><b>Task 5.2</b> Thought Leadership Strategy &amp; Content. Collaborate on the development of thought leadership pieces for the AIMS team across various platforms to create a reputation of excellence and innovation of education.</p> <p><b>Task 5.3</b> Community Outreach Strategy. Create a community outreach strategy that engages your key audiences through a targeted and directed approach to creating opportunities for engagement.</p> <p><b>Task 5.4</b> Community Roundtables. Help to organize and facilitate two (2) virtual or in-person community roundtables that invite key members of the business and chamber of commerce</p>	<p><i>leadership in education for distribution to CASE, Higher Education Times, Chronicle of Higher Education, and pitch one (1) story to national news networks' education reporters (one if other opportunities present themselves for PR we will pursue as well)</i></p> <p><i>Design Thought Leadership strategy to position AIMS leaders, Board members, Students, Alumni, and Parents as influencers, by providing them the following tools: One (1) "Elevator Speech" document; One (1) FAQs digital</i></p>	<p>reporters</p> <ol style="list-style-type: none"> <li>4. Develop and present a thought Leadership strategy for AIMS</li> <li>5. Develop one (1) "Elevator Speech" document</li> <li>6. Develop one (1) FAQs digital document</li> <li>7. Develop one (1) social media post (copy and visual design) per month</li> <li>8. Develop and present a Community Outreach Strategy.</li> <li>9. Design and facilitate two (2) virtual community roundtables that invite key members of the business and chamber of commerce and foundations.</li> <li>10. Develop and present a Community Outreach Strategy.</li> <li>11. Craft a series of four (4) alumni relations outreach email communications (copy and visual design)</li> <li>12. Develop 25th Anniversary public</li> </ol>	<ol style="list-style-type: none"> <li>3. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	
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<p>delivering successful outcomes in K-12 education.</p> <p>This work is designed to build trust among key stakeholders, expand AIMS' reach with community and business leaders, provide a framework for comprehensive community engagement activities, and provide school leadership the tools required to effectively communicate the successes of the institution.</p> <p>D&amp;A will build upon AIMS' current public engagement strategy to reach key stakeholders, including educators and education policy experts, parents, students, alumni, elected officials, community and business leaders. We will provide a calendar of events to ensure AIMS leadership has a presence in the</p>	<p>and foundations to engage in conversation about the charter school model and why it is a great alternative that delivers favorable outcomes, specifically for children of underrepresented communities.</p> <p><b>Task 5.5</b> 25th Anniversary public awareness strategy.</p>	<p><i>document; One (1) social media post (copy and visual design) per month for use by all leadership on their personal social networks, and for use on AIMS' owned social channels.</i></p> <p><i>Develop Alumni relations strategy document</i></p> <p><i>Craft a series of four (4) alumni relations outreach email communications (copy and visual design)</i></p> <p><i>Design one (1) digital Alumni newsletter template</i></p> <p><i>Develop 25th Anniversary public awareness</i></p>	<p>awareness strategy document</p> <p>13. Develop Alumni relations strategy document</p> <p>14. Craft a series of four (4) alumni relations outreach email communications (copy and visual design)</p> <p>15. Design one (1) digital Alumni newsletter template</p> <p>16. Provide two (2) rounds of refinements per deliverable.</p>		
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<p>business community to encourage private sector partnerships. We will also identify a list of education-focused foundations whom AIMS can target for philanthropic support.</p>		<p><i>strategy document</i></p>			
<p><b>Corporate &amp; Foundation Relationship Development</b></p> <p>This work involves the development of strategies and tactics to identify and reach local corporate and foundation leaders who are in a position to support AIMS through their advocacy and financial support. D&amp;A will provide lists of suggested corporate and foundation targets—in the Bay Area and beyond. We will also help secure meetings with corporate and foundation leaders and design presentation material for these</p>	<p><b>Task 6.1</b> Develop a prospect list of potential corporate targets and pertinent foundations.</p> <p><b>Task 6.2</b> Develop a Corporate &amp; Foundation Engagement Strategy to effectively engage targeted corporate partners and foundations to support AIMS' capital campaign and other priority initiatives.</p> <p><b>Task 6.3</b> Conduct outreach to and secure meetings with corporate and foundation leaders. We will work with AIMS to clearly communicate meeting objectives for each engagement.</p>	<p><i>Develop a database of community, government, education thought leaders and influencers, corporate partners and foundations. List to be used for ongoing email marketing and promotion.</i></p> <p><i>Outreach material and presentation templates for corporate and foundation meetings</i></p>	<ol style="list-style-type: none"> <li>1. Develop a database of community, government, education thought leaders and influencers, corporate partners and foundations.</li> <li>2. Develop and produce a database of community, government, education thought leaders and influencers, corporate partners and foundations</li> <li>3. Develop and produce AIMS branded AIMS outreach material and presentation templates for corporate and foundation meetings.</li> <li>4. Provide two (2) rounds of refinements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Align on top three (3) priority markets and regions to target for this influencer database.</li> <li>2. Ongoing management of the database once developed by D&amp;A</li> <li>3. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	<p>Months 4-6</p>



meetings.	<b>Task 6.4</b> Design presentation materials for AIMS' meetings with corporate and foundation leaders.				
<p><b>Integrated Media Strategy</b></p> <p>An integrated media strategy is a plan and a road map which codifies target audience segments, suggesting media tactics and associated timing to reach those audience segments. The purpose of a media strategy is to provide the means for an institution's message to be delivered to the audiences they seek to influence. D&amp;A will develop an integrated media strategy which includes with a multi-channel approach that includes earned (PR), owned (AIMS' managed website, newsletters, and social</p>	<p><b>Task 7.1</b> Integrated Media Strategy. Develop an integrated outreach strategy that includes earned, owned, and shared media all working together to accomplish AIMS goals. The earned portion of this strategy will identify media angles and outlets for your team to engage. The owned portion will incorporate a social media strategy to amplify all the assets we create across the channels AIMS owns and manages.</p>	<p><i>Integrated Media Strategy</i></p>	<ol style="list-style-type: none"> <li>1. Develop and present integrated one (1) Media Strategy for AIMS.</li> <li>2. Provide two (2) rounds of refinements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	<p>Months 2-4</p>



<p>channels), and shared media (organically shared media amongst the AIMS community), all working together to accomplish AIMS goals.</p>					
<p><b>CREATIVE DEVELOPMENT OF TARGETED COLLATERAL</b></p> <p>D&amp;A will create collateral that ensures the mission, values and vision of the AIMS team are highlighted in a way that is engaging, educational, and thoughtful. This will include assistance with branded collateral that chronicles the story of AIMS for the media, funders, and other members of the community, including graphic and/or video content to be used across all platforms.</p>	<p><b>Task 8.1</b> Ongoing Assets for Social Media. Create a series of visuals and short videos driving to the website that can be shared across social channels, with media, and the community.</p> <p><b>Task 8.2</b> AIMS Story Video. Produce two (1) short videos (one :30-second and one :90-second to create an emotional appeal that highlights AIMS and its achievements.</p>	<p><i>Produce one (1) :30-second video and one (1) :90-second to two-minute video to be used across various platforms</i></p> <p><i>Design and develop content for one (1) social post for two primary social channels per month throughout engagement</i></p>	<ol style="list-style-type: none"> <li>1. <i>Produce one (1) :30-second video and one (1) :90-second to two-minute video to be used across various platforms.</i></li> <li>2. <i>Design and develop content for one (1) social post for two primary social channels per month throughout.</i></li> <li>3. <i>Provide two (2) rounds of refinements to each deliverable.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Provide timely feedback to all assets and materials requiring AIMS approval</li> <li>2. Communication to D&amp;A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.</li> </ol>	<p>Months 3-4 and ongoing</p>



**Project Management and Metrics**

D&A’s approach is collaborative, insight-based, outcomes-oriented, and seamlessly leverages our diverse, multi-channel marketing expertise to deliver compelling and motivating solutions for AIMS. Our decades of expertise working with diverse communities allow us to help you develop an impactful communications strategy that will meet people wherever they are and however they get important information. We will track all tactics against the KPIs established at the beginning of the project and expanded upon in our marketing strategies.

**Task 9.1** Project Management Meetings. D&A will meet bi-monthly with the AIMS team project manager to review project progress, address outstanding issues and make course corrections as needed.

**Task 9.2** Project Management Oversight. The D&A project manager will be responsible for responding to all incoming requests and will have the ultimate responsibility in overseeing tasks, supervising the team, meeting project deadlines, adhering to budget and achieving outlined objectives.

**Task 9.3** Ongoing Evaluation of Project Deliverables. We will track and measure the effectiveness of our work ongoing, providing regular status reports.

*Bi-Weekly Status meeting*

*Bi-Weekly Status Reports*

1. Develop and distribute meeting agendas.
2. Schedule meetings via Zoom.
3. Provide transcripts from meetings via Zoom.
4. Develop, populate, manage, and distribute bi weekly Status Reports
5. Provide two (2) rounds of refinements to each deliverable.

1. Provide timely input for Agenda topics, where required.
3. Communication to D&A will be through the Superintendent or her designee. Written feedback sent on documents will be sent in one concise/ consolidated form of communication.

Ongoing –weekly and biweekly



Dependencies:

**Overall:**

- Scope requires AIMS to manage the process of collecting and providing collective feedback for all tasks and deliverables that require feedback.
- Deliverables above limited to two (2) rounds of refinement per deliverable. Additional rounds of requested refinements may be accommodated with change orders.
- If AIMS needs an Annual Report designed developed and produced, D&A can provide a proposal with associated costs pertaining to this service, for pre approval by AIMS

**Task 1-3 and 5-7:**

- Deliverables above limited to two (2) rounds of refinement per deliverable. Additional rounds of requested refinements may be accommodated with change orders.

**Task 4:**

- Response planning for specific crisis communications situations are not included in this scope and can be supported by D&A through incremental time and materials scopes of work approved by AIMS.