



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Boston, MA 02125-3393
P: 617.287.4824
F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

Christopher Costello
Assistant Town Administrator
Town of Dover
5 Springdale Avenue
Dover, MA 02030

January 9, 2024

Dear Assistant Town Administrator Costello:

The Edward J. Collins, Jr. Center for Public Management is pleased to present this proposal to the Town of Dover for a Communications Plan.

The Center was established in 2008 in the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center provides technical assistance to municipalities, school districts, regional governments, and state agencies on all aspects of public management.

The Center is a Massachusetts state government entity. Consequently, the laws of the Commonwealth do not require the municipality and the University to engage in a statutory procurement process before executing a contract.

Please review the proposal that follows and let us know if you have any questions. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink that reads 'Sarah Concannon'.

Sarah Concannon
Director of Municipal Services
Edward J. Collins, Jr. Center for Public Management
McCormack Graduate School of Policy and Global Studies
UMass Boston

PROPOSAL FOR A COMMUNICATIONS PLAN FOR THE TOWN OF DOVER

1. Overview

The Town of Dover contacted the Collins Center for assistance with a Communications Plan and digital accessibility support for its website redesign. The Collins Center's communications practice team is well-suited to provide technical assistance and expertise to the Town of Dover on these projects.

Through the methods outlined in the proposal below, the Center's communications practice team will prepare a Communications Plan for the Town of Dover. The project team will also provide digital accessibility support in a manner to be determined upon discussion with the Town.

2. Project Deliverables

The project deliverable will be a Communications Plan, which will include:

- An overview of the Town of Dover's current communications efforts, with recommendations for improvements and examples of performance indicators to measure success;
- Goals and strategies for improving Town communications, with a focus on digital communications and providing adequate staffing support to communications;
- Tips and guides for processes identified as areas of need during the project;

and EITHER an accessibility audit of the website OR a training for staff on digital accessibility best practices and accompanying tips sheet for staff implementation, to be determined by the client after reviewing the findings from the environmental scan and interview phases of the project.

3. Workplan

To complete the noted deliverables, the project team will follow the workplan outlined below:

Step 1: Client meetings

At the project launch meeting, the project team will work with the Town of Dover to develop a project check-in schedule that is appropriate for the timeline of the project. Check-in meetings will include an overview of tasks completed and next steps, as well as requests for the client to move the project forward. These check-ins may also refine and inform the project deliverable.

Step 2: Environmental scan

The project team will review Town documents and data to understand the utilization and efficacy of current municipal communications, including website, newsletters, and social media. Documents will include the Town Charter or other foundational documents, the Town's organizational chart, job description(s) for positions currently performing communications duties, and any plans or policies that reference communications. Digital data should include key performance indicators from the Town website and social media accounts. Other documents and data will be determined during client meetings or through stakeholder interviews. The project team will also review available demographic data from the Census and School District to understand the demographics of Dover residents.

Step 3: Staff interviews

The project team will hold up to ten virtual or phone one-on-one or small group interviews with key staff who perform communications duties to understand which communications tools, policies, and processes exist currently and to determine what they would find most useful from a Communications Plan. The interviews may also inform the digital accessibility technical assistance.

Step 4: Online communications survey

The project team will design, publish, and analyze an online survey to understand how Dover community members would like to receive information from the Town, including formats, topics, and frequency. Findings from the survey will inform the communications plan. The survey will be promoted by the Town and its departments. The project team will provide a promotional kit for the Town to use if it wishes to support outreach. If the Town wishes to offer the survey in a paper format, the Town will be responsible for converting the survey to a paper format and entering the data into the online survey application.

Step 5: Accessibility assistance

The project team will provide accessibility assistance to the Town, the form of which will be determined at client meetings. The project team will provide EITHER an accessibility audit of the website OR a training for staff on digital accessibility best practices and accompanying tips sheet for staff implementation and reference.

Step 6: Data analysis and report drafting

The project team will analyze the data collected from the previous steps to draft a Communications Plan containing the contents outlined in the Overview section of this proposal.

Step 7: Final report

The Town will have the opportunity to provide comments and revisions to the draft plan. A final Communications Plan will be submitted to the Town by the close of the project.

4. Responsibilities

Responsibilities of the Center

The Center project team will act at all times in an attentive, ethical, and responsible manner. The Center will assign a project manager, who will serve as the primary point of contact for the duration of the project. The project manager shall be available to the Town of Dover to discuss any issues or challenges.

Throughout the course of the project, the project manager shall facilitate completion of work according to the agreed-upon timeline and communicate with the client project liaison to discuss and resolve any issues with the timeline and to consider proposed modifications to the timeline.

Please note that the Collins Center does not provide legal services or accounting services.

Responsibilities of the Town of Dover

The Town of Dover will identify a project liaison to the Center for the duration of the work. The project liaison will have responsibility for communicating the nature and value of the project to employees and managers and for managing logistics throughout the project (e.g., scheduling meetings, identifying meeting space, etc.).

The Town of Dover shall agree to provide necessary access to its employees, records, and agreed-upon data, and to respond to requests for information, comment, and scheduling in a timely manner.

The Town of Dover will stand behind the accuracy and completeness of data provided to the Center for work on the project. In the event that there are questions or concerns about data accuracy or completeness, these will be made known to the project team when the data are provided.

The project timeline will be determined in conjunction with the Town of Dover prior to finalizing the agreement. To facilitate completion of work according to the timeline, the Town of Dover will provide timely response to requests. This shall include but not be limited to: provision of documents and data, access to employees, officials and/or facilities, feedback on Center work products, etc. The project team will work to schedule the initial project meeting upon receipt of any preliminary documents and data requested.

The project liaison will work with the Center project manager to discuss and resolve any issues with the timeline and to consider any proposed modifications to the timeline.

For all steps in the workplan, delays in the schedule not caused by the Center, requests for expansion of scope, or other significant unforeseen developments may lead to a renegotiation of scope, timeline, cost, or all three.

5. Timeline

Below is the preliminary proposed project timeline.

Event	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Step 1: Client meetings											
Step 3: Environmental scan											
Step 3: Staff interviews											
Step 4: Online communications survey											
Step 5: Accessibility assistance											
Step 6: Data analysis and report drafting											
Step 7: Final report											

6. Fee for Services

The Collins Center will provide the scope of services presented in this proposal for an all-inclusive fee of \$50,000. The Center will invoice the Town of Dover for \$25,000 after the staff interviews (Step 3) and the remaining \$25,000 upon completion of the work.

The Center is available to provide additional professional services beyond the scope of this project on an hourly cost basis through December 2024 at the rates listed below.

Any proposed scope expansion shall be discussed with the project manager. The team may be available to provide additional professional services beyond the scope delineated here for a fixed-fee or on an hourly cost basis. Standard rates are:

Position	Hourly Rate
Director	\$160
Director of Municipal Services	\$140
Public Services Manager	\$125
Management Analyst	\$75
Associate	\$125
Senior Associate	\$160
Graphic Designer	\$105