

November 24, 2025

Teig Whaley-Smith
Chief Alliance Executive
Community Development Alliance

Dear Teig:

It has been one of Athena's greatest privileges working alongside you and the team at CDA since 2022. Thank you for partnering with us to serve as your communications consultant. We are committed to delivering with excellence and to ensuring our working relationship remains a success. As you know, much has changed since our original engagement. Given the tremendous growth and progress CDA has experienced, we think it is wise to have a thoughtful and strategic "reset" of our engagement as we enter 2026.

This Statement of Work (SOW) will outline our engagement objectives, services we intend to deliver, and a timeline of our engagement.

ENGAGEMENT OBJECTIVES

Athena Communications will work closely with you to provide facilitated strategic planning services. Our engagement is in pursuit of the following objectives:

- Creating brand and messaging cohesion among the CDA staff;
- Further elevating CDA as an organization and individual staff members as subject-matter experts and thought leaders;
- Strengthening CDA's position as a statewide housing advocate; and
- Aligning communications efforts to potential new donors and educating them on CDA and your impact.

PROPOSED SCOPE OF SERVICES

This highly collaborative, customized engagement will feature a close partnership with you and your staff to support your quarterly and annual goals for 2026.

CDA is an organization of action. As a result, much of Athena's work has been – and will continue to be – related to promoting the tremendous projects, actions, and initiatives undertaken by your, your organization, and your many accomplices. However, in 2026 we also want to prioritize our efforts to ensure we are providing your team with coordinated messaging and training to perform their many duties and to represent CDA as successfully as possible.

Athena Communications will approach this work in two phases:

- CDA Brand “Reset,” to be conducted from January 2026 through February 2026.
- Positioning CDA as the experts, to be conducted from February 2026 through December 2026.

Phase I – CDA Brand Reset

During this phase, we will work to ensure the CDA team has an opportunity to share their views on CDA, its mission, and its work to ensure messaging related to CDA is coordinated, consistent, efficient, and effective. We will also work to prepare CDA staff with the tools and training they need to represent CDA.

To do so, we will first conduct a two-hour “branding session” with the CDA team. During this session, we will pose existential questions about CDA and probing questions about your future to learn about CDA from your full team. Second, the CDA team is a tremendous asset and integral to achieving your organizational objectives. In order to ensure we are familiar with your lived experiences, we will conduct a two-hour storytelling session to hear the personal stories related to housing from each incredible member of your team. We will draw upon the branding session and the storytelling session to create foundational messaging for CDA. This document will serve as the source for messaging across multiple platforms and will ensure your team is speaking in a coordinated way. Finally, we will conduct a two-hour media and messaging training session with your team to polish your presenting skills.

Phase I Deliverables:

- Branding Session
- Storytelling Session
- Foundational Messaging
- Media and Messaging Training Session

Phase I Timeline:

This phase will be performed from January 2026 through February 2026.

Phase II – Positioning CDA as the Experts

The second phase of our work will be focused on identifying and implementing tactics which further position you, your organization, and your team as subject-matter experts and thought leaders. We will work to do so in pursuit of your ambitious objectives for 2026 and beyond. We will leverage digital and visual tactics to continue to build a strong brand presence.

Phase II Deliverables:

- Video Library
- Expand Social Media Presence & Video Storytelling
- Refreshed Website
- Opinion Pieces, Speaking Opportunities, Case Study and / or White Paper
- Highlight Individual Staff Accomplishments and Expertise
- Submit CDA and Individuals for Awards
- Promote Alliance Members and Connections to Demonstrate Legitimacy and Leadership

Phase II Timeline:

This phase will be performed from March 2026 through December 2026.

CLOSING

Thank you for this opportunity. We look forward to continuing our work with you!

Sincerely,

Tammy Belton-Davis
Founder & President

CONSULTANT AGREEMENT

1. **CONSULTANT Responsibilities:** The Consultant agrees to provide the professional services described in the Scope of Work (“SOW”) (see above) to and incorporated into this Agreement. All consulting activities, deliverables, timelines, and responsibilities will be governed by the SOW, referenced earlier in this Agreement. Any services outside the defined Scope of Work will require prior written approval and may be subject to additional fees.
2. **Fees and Payments.** Client shall pay Consultant a total budget of \$78,000 for work outlined in SOW. Client will be billed a monthly retainer fee of \$6,500/month (includes 23-25 hours/month). CONSULTANT is an independent contractor and shall be responsible for all federal, state and local taxes with regard to payments from Community Development Alliance.
 - a. **Late Payment Fees** Client agrees to remit all invoices within **30 days** of the invoice date unless otherwise specified in writing. Payments not received by the due date will be considered delinquent and may incur a **late fee of 1.00% per month** (or the maximum rate permitted by law) on the outstanding balance until paid in full. Athena Communications reserves the right to pause work, delay deliverables, or withhold materials if invoices remain unpaid beyond 45 days. Client is responsible for any reasonable costs of collection, including legal fees, incurred due to nonpayment.
3. **Term.** The Work under this Agreement shall be carried out between January 1, 2026 – December 31, 2026.
4. **Nondisclosure of Confidential Information.** A Non-Disclosure Agreement is expressly incorporated into this Agreement.
5. **Work Product.** The products resulting from the Work will belong exclusively to Community Development Alliance and may be used by them without restriction.
 - a. **Use of Artificial Intelligence (AI)** Athena Communications may, at its discretion, utilize Artificial Intelligence (“AI”) tools or technologies to support the delivery, efficiency, and quality of services under this Agreement. Any AI usage will be conducted responsibly and in alignment with industry best practices. Athena will not input confidential or proprietary Client information into AI tools that do not provide adequate data-privacy protections. All work products generated with the assistance of AI will be reviewed, refined, and approved by Athena staff to ensure accuracy and alignment with Client needs. Client acknowledges and consents to the use of AI tools as part of service delivery unless otherwise agreed in writing.
6. **Insurance.** At all times during the Work, CONSULTANT will maintain workers compensation and employee’s liability insurance with applicable statutory limits to cover its employees that visit / enter onto Community Development Alliance property. This policy will include a provision that the insurer waive subrogation rights in favor of Community Development Alliance and its affiliates. If requested, CONSULTANT will provide Community Development Alliance with a certificate of insurance evidencing such coverage is in place prior to entering upon Community Development Alliance property.

- 7. **Reporting and Communication.** CONSULTANT shall report to Teig Whaley-Smith, Chief Alliance Executive, Community Development Alliance.

- 8. **Expenses.** Community Development Alliance shall reimburse CONSULTANT for approved and substantiated miscellaneous expenses, such as postage and other minor items incurred in order to perform the Work. CONSULTANT will seek Community Development Alliance prior written approval to incur miscellaneous expenses in excess of \$1,000.

- 9. **CONSULTANT Staff.** CONSULTANT works as a team for our clients. For this work, the team leaders are Catherine Knipstein and Tammy Belton-Davis.

- 10. **Cancellation of Agreement.** Both parties to this Agreement have the right to cancel the Agreement for any cause during the term of the Agreement and (a) with respect to Community Development Alliance without liability except to pay costs for Work performed prior to such termination in accordance with this Agreement, and (b) with respect to CONSULTANT, without liability except to perform the Work and supply Work product to the extent paid for by Community Development Alliance prior to termination, or alternately, to refund any monies made by Community Development Alliance for Work paid for but not carried out.

This Agreement is signed this _____ day of December, 2025.

ATHENA COMMUNICATIONS, LLC

Community Development Alliance

By: _____
Tammy Belton-Davis
Founder & President

By: _____
Teig Whaley-Smith
Chief Alliance Executive