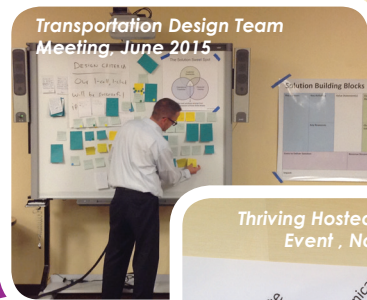


Thriving

Waukesha County

2015 Community Annual Report

The mission of the Thriving Waukesha County Alliance is to create long term sustainability and optimal capacity of the health and human services sector.



Dear Community Stakeholders,

In order for Waukesha County to be vibrant and strong, it is imperative that our greatest assets, our people, are vibrant and strong as well.

Our journey to building a sustainable health and human services sector to support our community began in 2011 when stakeholders in Waukesha County identified significant financial and structural challenges facing agencies providing services. Funding reductions combined with an increased demand for services created the troubling reality that without systemic change, significant gaps in service provided by these agencies would be likely.

In order to identify common issues and root causes, a taskforce was formed and an 18 month study was conducted. Best-practice examples were collected and data from 81 key agencies involved in health and human services in Waukesha County was gathered. The resulting study recommendations led to the development of the Thriving Waukesha County Alliance (TWCA or the Alliance).

TWCA is charged with implementing these recommendations and its work is sponsored by United Way of Greater Milwaukee and Waukesha County, the Waukesha County Community Foundation, the Greater Milwaukee Foundation, and the Waukesha County Executive's Office. With two year's activity 'under our belts', the Alliance has made remarkable progress toward implementing the taskforce recommendations supporting *a mission to create long term sustainability and optimal capacity of the health and human services sector.*

In a community-wide effort, the Alliance is advancing initiatives to build capacity of the nonprofit sector by offering educational opportunities and linking leaders to key resources. In addition, with a shift to a collective impact strategy, the Alliance is engaging community members across all sectors to work together toward common and measurable goals. This approach has served as a catalyst for strategic collaborations throughout the county.

We are excited to present this annual report to you which chronicles the progress made by the Alliance in 2015. We are particularly grateful for the *volunteer efforts* of Alliance and committee members who made these advances possible.

Together, we can do more. *Together*, we can ensure that critical human services are provided in the most effective and efficient way possible so Waukesha County continues to be a great place to work, live and raise a family.

Ed Olson and Jean Schultz, Volunteer Co-Chairs of Thriving Waukesha County Alliance



“We have to disrupt our current approaches in the way we engage all our neighbors to help them live their lives to their fullest potential. It will take the convergence of all sectors in our communities working together toward common and measurable goals.”

Susan Dreyfus, President and CEO of the Alliance for Strong Families and Communities.

COLLECTIVE IMPACT/CAPACITY BUILDING

Collective Impact “is an innovative and structured approach to making collaboration work across government, business, philanthropy, nonprofit organizations and citizens to achieve significant and lasting social change,” according to John Kania and Mark Winter in the 2011 Stanford Social Innovation Review. Thriving is utilizing this framework to work collectively on complex community issues such as homelessness and transportation.

Nonprofit leaders are looking for new and innovative ways to utilize Collective Impact to increase an agency’s capacity to provide services. The Thriving Leadership Network committee offered educational opportunities throughout the year for nonprofit leaders to enhance their ability to improve lives.

- 30 Nonprofit agency executives and board leadership attended “Thriving Through Collaborative Partnerships” seminar to develop a common understanding of collaboration best practices.
- 11 Waukesha County nonprofit organizations completed a 6-part Financial Learning Series in June 2015 which focused on building nonprofit sustainability. Some nonprofits are examining restructuring as a result of education.
- 150 community members across multiple sectors attended *Dynamic Partnerships: A Path Forward to a Stronger Community* which featured keynote Susan Dreyfus, President and CEO of the Alliance for Strong Families and Communities. The goal of the event was to provide community members information on the concept of Collective Impact and an understanding of their role in creating a vibrant and strong Waukesha County.
- Introductory meetings began with the Nonprofit Center of Milwaukee to explore ways to work together to access resources that will strengthen the organizational capacity of nonprofits.

HOMELESSNESS IN WAUKESHA COUNTY

Community Challenge:

Eliminate homelessness in Waukesha County through a five-part Collective Impact approach.

Action Taken:

- More than 40 partners collaborated to develop a comprehensive community plan to address homelessness in Waukesha County.
- Focused resources to address recommendation #1 from the 2014 Community Strategic Plan: *Transition the current Housing Action Coalition (HAC), a service provider-led agency serving as the Continuum of Care, to be the Backbone Organization.*
- Transition plan was developed and Thriving identified and supported a consultant to lead an intensive process involving representatives from government, business, social sector, and philanthropy.
- Current HAC leadership approved the plan, including populating a Board of Directors to represent the greater community and leveraging resources to address the recommendations of the Strategic Plan.
- Thriving led efforts to secure funding for reconstituted HAC in the first year, including staffing to support the Strategic Plan and the Board of Directors.

Solution:

Newly appointed Housing Action Coalition Board and sub-committees will be able to collectively and proactively address homelessness in Waukesha County.

ROLE OF FUNDERS

Research into best practices indicated that funding organizations play a significant role in fostering financial capacity, long-term sustainability and in some cases instability, inefficiencies and the development of incidental services. The Thriving Waukesha County Funder’s Collaborative was created to support strategies to build a thriving and sustainable nonprofit community in Waukesha County.

- Thriving Funder’s Collaborative convened throughout the year to discuss funding guidelines, funding cycles, and institutional concerns with the goal to build understanding between funders.
- Funders were educated on the Collective Impact model and explored specific opportunities in the areas of Homelessness and Transportation within Waukesha County
- Funders agreed to be “on call” for meetings throughout the year as critical community issues emerge.



TRANSPORTATION IN WAUKESHA COUNTY

Community Challenge:

Seniors and adults with disabilities are unable to access transportation for high-priority needs, specifically healthcare services due to difficulties in navigating Waukesha County's fractured specialized transportation system.

Action Taken:

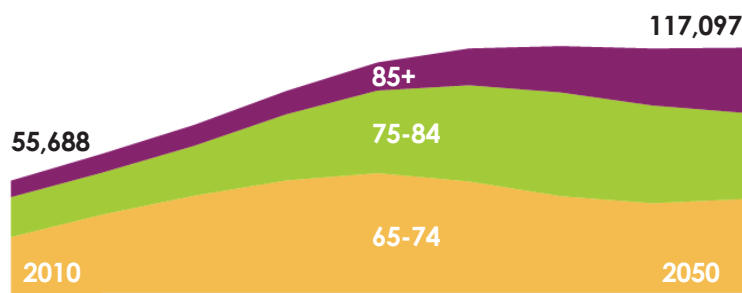
- Thriving and Interfaith Senior Program Executive Director convened the Waukesha County Transportation Affinity Group (TAG). TAG is a multi-sector partnership of business, social sector, government, healthcare, transportation providers, and the metropolitan planning organization. TAG uses a Collective Impact approach to address complex transportation needs of customers of the health and human services sector.
- 53 individuals representing 31 partner organizations began collaborating in March, 2014 to develop a comprehensive plan that ensures that Waukesha County possesses a transportation system to meet the needs of those who receive and those who provide health and human services.
- Interfaith Senior Programs along with Transportation Affinity Group (TAG) secured a competitive federal grant of \$22,000 from the National Center for Mobility Management (NCMM) to test a potential county wide solution.

Solution:

- Subset team of Transportation Affinity Group (TAG) with representation from ProHealth Care, Froedtert & the Medical College of Wisconsin, Impact 211, Aging and Disability Resource Center of Waukesha County, Public Works Department of Waukesha County, Southeastern Wisconsin Regional Planning Commission and Lutheran Social Services worked intensely during 2015. Using Design Thinking concepts, the team developed a prototype solution, tested for customer desirability, and developed a business model.

Target completion: 3/30/16. The team anticipates seeking implementation funding in 2016.

Waukesha County Senior Population Predicted To Double By 2050;
Age 85+ Population Will Nearly Quadruple



STRATEGIC COLLABORATIONS AMONG WAUKESHA NONPROFITS

Community Challenge:

Waukesha County nonprofit Safe Babies Healthy Families (SBHF) could not meet the growing demand for their specialized and highly effective prevention services.

Action Taken:

- The Executive Director and Board of Directors looked beyond themselves and made the difficult and courageous decision to look for a partner organization to safeguard the health of the program.
- SBHF leadership approached Thriving to facilitate an open community conversation with potential strategic partners, community leaders, and funders. Discussion included over 25 participants who agreed to find a sustainable home for the SBHF program to thrive.
- Short-term funding was identified to allow SBHF to continue to provide services to existing clients until the end of 2015. Targeted Case Management (TCM) funds not previously available are very likely to be included in future funding. Waukesha County DHHS working closely with SBHF to close gap of cost of services.
- After meeting with multiple potential partners, SBHF proceeded with due diligence to examine a potential merger with Easter Seals of Southeast Wisconsin.

Solution:

- Safe Babies Healthy Families officially merged with Easter Seals effective January 1, 2016.
- By combining forces, the program will have a more viable and sustainable platform to serve more at risk children and families than ever before.
- Together Easter Seals and SBHF will serve over 2,500 children and parents in Southeast Wisconsin with a variety of support from prenatal to early education and autism therapies.

“The merger with Easter Seals not only improves overall operation efficiencies, it fosters a much needed connection to other vital services for families that may have a child with special needs, or for parents who may need job placement support. Together, Safe Babies Healthy Families and Easter Seals can truly accomplish more, have a greater impact, and build additional capacity to help more people in our community.”

Ed Olson, Volunteer Co-Chair of Thriving, Freeman Opinion Editorial, November 18, 2015



Thriving Waukesha County Alliance



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United Way of
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Karen Tredwell
Executive Director
FOOD Pantry of
Waukesha County



LIVE UNITED



Greater Milwaukee & Waukesha County



In addition to the dedication of the Thriving Waukesha County Alliance members, the following individuals were instrumental in advancing the mission of the Alliance.

- **Maryann Day**, Manager, Transportation Services, ProHealth Care
- **Betsy Forrest**, Business Manager, Waukesha County Department of Public Works
- **Kathy Gale**, Executive Director, Interfaith Senior Programs
- **Mike Glasgow**, Nutrition and Transportation Services Supervisor, Waukesha County Aging and Disability Resource Center
- **Karen Hoffmann**, Assistant Director, Impact 2-1-1
- **Mary Madden**, Executive Director at NAMI Waukesha
- **Angela Mancuso**, Executive Director, The Women's Center, Inc.
- **Joe Muchka**, Executive Director, Addiction Resource Council
- **Kevin Muhs**, Principal Transportation Planner, SEWRPC
- **Mandie Reedy**, Community Engagement Coordinator, Froedtert & the Medical College of Wisconsin Community Memorial Hospital
- **Patrick Scherer**, Scout Executive / C.E.O. at Potawatomi Area Council, B.S.A
- **Margaux Shields**, Mobility Manager of Interfaith Senior Programs

Thriving Waukesha County Alliance would like to thank:

- United Way Greater Milwaukee and Waukesha County for providing administrative and communications support throughout the year.
- All stakeholders who actively contributed your time and talent to our key initiatives focused on homelessness and transportation.
- UPS and ProHealth Care for providing additional funding to support our mission.

Special thanks to Becky Talaska from Waukesha State Bank for sharing her remarkable talents in the development of our annual report.

The mission of the Thriving Waukesha County Alliance is to bring together key community stakeholders ensuring that critical human services are provided in the most effective and efficient way possible in order to serve Waukesha County's growing needs. Thriving-sponsored events provide an opportunity for the community to come together, develop new relationships, and build an increased awareness of the interdependence of services leading to further collaborations and an increased opportunity to work smarter, together.

For more information on the Thriving Waukesha County Alliance initiative visit www.unitedwaygmwvc.org/twca

