

Request for Proposal Thriving Waukesha County Alliance Project Manager

A. Statement of Purpose

Thriving Waukesha County Alliance (hereafter referred to as “Thriving”) is seeking a consultant to serve as the Project Manager to support the Thriving community initiative in implementing its current strategic plan adopted for 2017, derived from both the 2013 Taskforce Report and current developments. The Project Manager will support strategic priorities focused on achieving the Thriving mission of: *Building a thriving community by supporting collaborative efforts and mobilizing resources to support the human service needs of all who call Waukesha County home.*

United Way of Greater Milwaukee & Waukesha County serves as the fiscal agent for Thriving. Interested consultants should provide a resume and/or biography to Jayne Thoma, United Way of Greater Milwaukee and Waukesha County by end of day January 20, 2017.

Thriving anticipates that this part-time consulting opportunity will begin in February 2017. The budget for this opportunity is approximately \$40,000 for an annual contract. Thriving anticipates that this consulting opportunity will require approximately 20 hours/week to accomplish the deliverables listed below.

B. Background Information

Nonprofit organizations are an essential part of Waukesha County and play an important role in providing critical and needed services, employing local residents and improving the quality of life for members of the community. In 2008, the economy began to have a major impact on the capacity of Waukesha County nonprofits to serve the community and accomplish their missions. Unfortunately, the economic environment continues to test the resiliency of our nonprofits.

As a result, a commitment was made to undertake a process to ensure the long-term sustainability of efficient, effective and accessible services in our community. In support of this commitment, United Way in Waukesha County (today United Way of Greater Milwaukee & Waukesha County), Waukesha County Community Foundation, Waukesha County Executive's Office and The Greater Milwaukee Foundation brought together a diverse, cross-sector Task Force of community leaders with the purpose of “Building a Thriving and Sustainable Nonprofit Community in Waukesha County.”

The Task Force published its recommendations late in 2013. For the past three years, Thriving has been focused on the implementation of those recommendations in conjunction with the current strategic plan.

Three strategic overarching goals drive the work Thriving is engaged in:

1. Increase the capacity and effectiveness of Waukesha County human service nonprofit providers.
2. Foster innovation, collaboration and the integration of services to support identified initiatives.
3. Mobilize community resources to support Thriving's mission and goals.

The full 2013 taskforce report as well as the past three years of priorities and accomplishments can be found at: <https://www.unitedwaygmwc.org/Thriving-Waukesha-County>.

Today, Thriving is guided by a Steering Committee (primarily the funding sponsors and co-chairs) as well as a cross-sector community leadership team (Alliance) of nineteen individuals.

The Thriving Alliance is comprised of, and represented by, the nonprofit community, business, government, community leaders, healthcare and funders within Waukesha County. They work very closely to develop and implement the Thriving strategic direction and goals.

In addition to the core leadership team, Thriving engages over 280 community partners within Waukesha County. Thriving maintains this extensive database of community partners in an effort to continually develop an understanding of the Collective Impact framework, drive efficiencies and build sustainability of the nonprofit system.

Over the past three years, Thriving has developed a highly-regarded reputation of strong leadership, as an objective convener, and as a catalyst to support social change as the community tackles complex social issues in the areas of homelessness and transportation.

C. Tasks to be Accomplished

Facilitate Strategic Direction of the Thriving Project by:

1. Facilitating the development, refinement and execution of annual strategic key priorities.
2. Identifying, developing and nurturing partnerships and relationships to support the mission of the project.
3. Identifying educational opportunities and research for the Alliance to broaden and deepen their understanding of the mission and how to achieve it.
4. Managing the implementation of recommendations and roadmaps based upon priorities outlined by the Thriving Alliance.
5. Providing coordination efforts for potential strategic collaborative opportunities as identified by the Thriving Alliance (example Homelessness and Transportation).
6. Developing an annual report highlighting progress on identified metrics.
7. Supporting the Alliance in securing necessary resources, both human and capital, as guided by the Alliance.
8. Supporting the Alliance in developing and maintaining a budget to support the mission of the project.
9. Facilitating Implementation Team meetings (Thriving Work Groups) to clearly identify 2017 outcomes and support their implementation plan.
10. Coordinating and implementing where necessary current marketing and communication plans.

Provide supportive administrative duties to advance the Thriving mission by:

1. Preparing agendas and facilitating all Thriving Alliance and Implementation Team meetings.
2. Documenting key decisions, comments and action items from all meetings; following-up to ensure action items are on track.
3. Supporting communication tactics which may include the development and implementation of:
 - a. communications to educate Alliance members and other stakeholders.
 - b. communications which outline the initiative(s), relevant recommendations, and progress.
 - c. development of an annual report, due each January.

- d. disbursement of online information pertinent to Thriving.
- 4. Providing support for Thriving events.
- 5. Supporting implementation of marketing plan activities that may include: social media, newsletter, print materials, website updates, and other items as necessary.

D. Preferred Qualifications

- Sound facilitation skills
- Ability to advance a plan forward
- Organizational skills
- A basic understanding of the Collective Impact framework
- Proven relationship-building and networking skills
- Passion for Thriving's mission
- Solid understanding of the not-for-profit (health services sector) community in Waukesha County
- A balance of bold and diplomatic traits

Final success of the project will be determined by the Thriving Waukesha County Alliance Steering Committee at the end of the one-year term of the project. The Steering Committee will conduct and review the completion of duties identified in the project scope.

Measurement factors will include:

- Attainment and completion of objectives stated in the strategic plan
- Quality of meetings and facilitation process
- Ensuring broad involvement in the community initiative
- Support for Thriving Leadership Network and Funder Events
- Effective facilitation and support of collaborative initiatives as identified by the Thriving Alliance

E. Contract Details

This section provides details that a potential consultant would want to know up-front.

- Period of Performance – The length of the contract is 12 months beginning February 2017. The established contract fee will be in effect for 12 months.
- The established project fee will be in effect for 12 months unless otherwise renegotiated by both parties.
- The agreement may be canceled in whole at any time by the client or consultant within 30 days' notice.
- Payment for consulting services will be paid monthly at a flat rate of the total project fee divided by 12.
- The consultant will be reimbursed for expenses including mileage (outside of Waukesha County at a rate of .54/mile), supplies, materials and other items as approved by the Thriving Steering Committee. The consultant will be responsible for submitting original receipts for reimbursement with monthly invoices to the Thriving fiscal agent (United Way of Greater Milwaukee & Waukesha County).
- Contract may be renewable based upon mutual agreement of parties

F. How to Submit a Proposal

Please submit the following no later than January 20, 2017 to Jayne Thoma, United Way of Greater Milwaukee and Waukesha County. Electronic versions are welcome at jthoma@unitedwaygmwc.org.

1. A resume and/or biography of your recent and relevant projects.
2. A cover letter which describes how you will carry out the tasks outlined in section C (above) and skills you have which correlate with section D (above).
3. A firm estimate of the fees to be charged and an estimate of expenses that would be incurred.
4. References to support your ability to accomplish the tasks above. Please include names, phone numbers, and email addresses.

We will hold interviews with finalists during the week of January 30, 2017. If you have questions, please email them to **Jayne Thoma** at jthoma@unitedwaygmwc.org.