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RESONATEGLOBALMISSION.ORG



Request for Proposals:

Re: Resonate Advancement Evaluation

Resonate Global Mission is the bi-national (Canada & USA) denominational mission agency of the Christian Reformed Church (CRC) in North America. Synod, the CRC's governing body, has tasked Resonate with providing leadership to the Christian Reformed Church in sharing the Gospel in North America and around the world. "Resonate Global Mission shall give leadership to the denomination in its task of bringing the gospel holistically to the people of North America and the world and drawing them into fellowship with Christ and his church. The mandate of Resonate Global Mission has three aspects: Encourage and assist congregations and classes in their work of evangelism and discipleship; initiate, support, and guide new church development and other evangelistic and discipling ministries; develop Christian leaders."

Resonate continues the good work of Home Missions and World Missions. For more than a century, these two agencies introduced people to Christ in North America and around the world.

In order to fulfill this mandate, Resonate Global Mission places missionaries internationally and regionalized mission staff domestically by which Resonate (1) supports the work of church planting in the US, Canada and overseas; (2) trains, mentors and develops leaders for mission (including through ministry on campuses of educational institutions); and (3) networks with churches and organizations for community-based mission work.

The Advancement Team develops and nurtures personal and institutional relationships to build shared identity and support for the mission and vision of Resonate Global Mission. It encompasses fundraising, strategic planning, communications and promotions, missionary support, and donor (church & individuals) engagement. In order to fund this ministry, Resonate Global Mission receives per member allocations from the congregations of the CRCNA, engages individual donors, churches and foundations for ongoing general and designated support, and receives estate gifts.

The Advancement Team has done an excellent job in consolidating our team and efforts for the advancement of Resonate's ministry. However, we are at a convergence of various challenges that have a bearing on our Advancement Team: The creation of Resonate (2017 joining of Home & World Missions) and corresponding

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launch and branding of Resonate; changes in mission funding models (increase in interest for donors to learn and see how their resources are being used), changes in the CRCNA environment (decline in membership, trending decline in [ministry shares](#), etc.) and demographics of donors (aging, etc.). The convergence of all of these factors calls for strategic evaluation and reflection.

We now seek to do a comprehensive review of our Advancement structure and priorities. The leadership team of Resonate Global Mission has endorsed an evaluation of Resonate's Advancement Team in order to assess the structure of the team, the strengths of the team, its relationship to Regional Mission and Mission Innovation Teams, and to identify performance gaps.

Additionally, the new name and branding of Resonate is 18 months old and it would serve the organization well to take this opportunity to assess how it has transitioned to and taken advantage of the new name to reach and excite constituents about the ministry.

As detailed in the accompanying Terms of Reference, Resonate is seeking:

- An analysis of our Advancement structure, including the current functions for each team member, the effectiveness of collaboration within the team and across agency teams and the effectiveness of our bi-national structure to meet development goals - identify gaps and make recommendations based on the findings.
- An analysis of our fundraising efforts, including analysis of our current funding streams, ministry shares, donor base (church & individuals), direct mail and major giving - identify gaps and make recommendations on the findings.
- An analysis of our church engagement and missionary support strategies, including regional team efforts, missionary home service and the correlation between serving churches and revenue efforts - make recommendations based on the findings.
- A review of budget planning process, including the relationship between Advancement & Ministry Staff in developing priorities and strategies for meeting revenue goals now & into the future - make recommendations based on findings.

Proposals must include an executive summary that summarizes the evaluation process proposed in accordance with the attached Terms of Reference, identifies the principle evaluators and specifies full costs for the evaluation.

Proposals are due Friday January 25, 2019 at 5PM (EST).
Send submissions to mariarolimcampos@crcna.org

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December 21, 2018

Terms of Reference (TOR) for Resonate Advancement Evaluation

Background & Purpose:

The Resonate Global Mission Advancement Team develops and nurtures personal and institutional relationships to build shared identity and support for the mission and vision of Resonate Global Mission. It encompasses fundraising, strategic planning, communications and promotions, missionary support, and donor (church & individuals) engagement. The team is made up of seventeen team members in both the Grand Rapids, Michigan and Burlington, Ontario offices.

Although the responsibility for this stewardship is initiated by development staff, it does not rest solely within the development office. We desire to create a culture of philanthropy across the entire organization so that every stakeholder (staff, volunteers, board, and partners) understand that they have a role to play. Every individual is an ambassador for the organization, for stewardship, and for fund development. A culture of philanthropy ensures a sound understanding and behavior for effective fund development across the organization through the conscious effort of all staff in all locations working together.

The leadership team of Resonate has requested that an evaluation of the team be done in order to assess the structure of the team, the strengths of team and to identify the performance gaps. Input was gathered from leadership and staff concerning key priorities for the evaluation.

The evaluation will serve the following purposes:

Project Scope:

- Assess the current team structure and performance related effectiveness and efficiency—and make recommendations for changes
- Assess the overall organizational fundraising/donor relations strategy
- Assess the overall communications/marketing/promotions strategy
- Assess the overall strategy for engaging churches to support Resonate and its mission work
- Assess the Advancement Team relationships with churches, donors, and regional teams, and the Mission Innovation Team.
- Assess the internal review of our deputation practices within Resonate Global Mission with regard to their effectiveness in connecting donors and churches to missionaries' work.
- Assess Advancement Team budgeting priorities with regard to their ability to help Resonate meet its financial goals.

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- Assess the effectiveness of efforts made to communicate to World Missions and Home Missions constituents regarding the joining and creation of Resonate.
- Identify opportunities for effective engagement with key stakeholders (Council of Delegates, CRCNA leadership, Classis and ministry partners).

Key Questions to be answered:

1. Is the Advancement Team structured in the most effective/efficient way in order to meet fundraising goals in the US and Canadian contexts?
2. Is the Advancement Team structured to lead and support a regional development strategy?
3. Is the Advancement Team positioned to meet and exceed donor demands and grow and/or maintain donor relationships in addition to appealing to and establishing a younger/newer/diversified donor base that extends across gender and denominational boundaries?
4. What are realistic strategies that the Advancement Team can employ to engage new donors, younger donors, and develop partnerships with churches that do not support or minimally supporting Resonate?
5. How might the Advancement Team and Resonate Leadership Team collaborate to grow a culture of philanthropy across the entire organization?
6. How can the Advancement Team effectively partner with other Resonate staff members (especially program staff in the volunteer, regional and Mission Innovation teams) to develop new avenues for engagement and support for the organization?
7. Are there additional practices that ought to be pursued to achieve desired financial goals? Are there any current practices that ought to be stopped to re-direct efforts elsewhere?
8. Are the services and databases provided for the Resonate Advancement Team (by CRCNA Information Technology) appropriate for the fundraising required of the Advancement Team now and in the future?
9. Are the current practices for church relations effective in building and sustaining support for Resonate--especially missionary deputation?
10. How can the Advancement Team work with the volunteer program to transition volunteers into supporters of Resonate and its work?
11. Have the communication efforts around Resonate and its new vision been effective for supporters of World and Home Missions?

Methodology:

Consultant will determine appropriate evaluation method and tools for the task:

1. Review & analysis of relevant donor data, strategy and vision documents.
2. Interviews with Advancement team members, Leadership Team, HR Director, Finance Manager and external stakeholders (list to be provided). Where possible, interviews may be in person, however to save on travel costs, video and telephone calls will be encouraged.
3. Resonate Constituents: Appropriate level of interaction with Resonate's supporting community (churches & individuals), use surveys / questionnaires as necessary.
4. Industry reflections: Review other like-organizations to evaluate whether Resonate Global Mission is meeting best practices to accomplish fundraising, communications, church relations and promotional success. (provide sample organizations).

Estimated timeline:

The consultant shall start the consultancy immediately after being awarded the contract and shall conduct the evaluation and complete the report by the agreed due date.

- Request for RFP - deadline January 25, 2019
- Interview applicants & award contract by February 8, 2019
- The consultant will debrief Project Manager on findings and obtain feedback at arranged times
- Draft Written Report due - April 18, 2019
- Final Report and presentation - April 26, 2019

Deliverables:

- **Evaluation Strategy Plan:** The consultant shall provide, for Resonate's review and approval, a written strategy document detailing how the evaluation will be completed.
 - The plan should include potential interviewees, draft list of interview questions and description of any other data collection instruments to be used.
- **Draft Written Report:** The consultant will provide an initial draft of the report 1 week prior to the date assigned for the debriefing.
 - The report will include an executive summary, an overview of the current Advancement Team as it is currently operates, the overall organizational budget and funding processes, a description of methodology used, and a detailed description of the evaluation findings and recommendations.
 - The report shall document and present findings for each of the questions outlined in the scope of the evaluation
 - The report shall document recommendations for changes recommended by the consultant for structure and practice of the Advancement Team in all areas of responsibilities.
 - Additional information including evaluator itinerary, interviewee lists, questionnaires, surveys, and bibliography shall be included in appendices.
- **Final Briefing:** At least one week after the submission of the written report to Resonate Global Mission, the consultant shall conduct a debrief with Resonate Director, Advancement Leadership and other select Resonate leadership to present findings and obtain feedback.
- **Final Written Report:** Following the final briefing, the consultant will prepare a final version of the evaluation report.

Outcomes:

- Affirmation of current structure or recommendations for change
 - Ensure efficient and effective structure for the work
- Recommendations for change in Advancement program that lead to increased financial support and engagement with Resonate constituents

- Clarity of purpose and priorities for Advancement in relationship to ministry programs
- Affirmation of communications efforts to explain Resonate to Christian Reformed constituents and/or recommendations to improve them.
- Concrete suggestions to improve the culture of philanthropy at Resonate throughout the organization.
- Steps we can take toward for increased engagement with stakeholders.
- A roadmap to increasingly engage agency staff.

Proposal requirements:

- Firm information - include name, title, and email address of the individual who will be the lead consultant and serve as primary contact. Include a brief description and history of your firm.
- Describe evaluation approach, style and process.
- Include a brief summary of experience of all key staff.
- Proposals should include a list describing evaluation projects that are similar in scale that your firm has completed.
- Schedule & Timeline: include proposed work schedule, timeline and deliverables
- Financials - proposal must include a total cost for all work related to tasks and deliverables as outlined, including travel costs.