

July 23, 2025

Rochelle Brockington
Chief Financial Officer

Response Due Date: August 23, 2025

1. Introduction & Background

About United Arts of Central Florida

United Arts of Central Florida (United Arts) is the local arts agency of Central Florida that enriches the community by investing in arts, science, and history. Through leadership, programs, funding, and resources, United Arts strengthens artists and organizations to help them to achieve their missions and goals. Through community engagement initiatives, the nonprofit organization strives to accomplish its vision of access to quality arts for everyone in Central Florida. Since 1989, United Arts has distributed more than \$200 million to enrich the community and inspire future generations.

As a 501(c)(3) nonprofit, United Arts of Central Florida is the leading resource for 125+ local nonprofit arts organizations and artists in Lake, Orange, Osceola, and Seminole Counties in Central Florida. United Arts of Central Florida serves more than 3.1 million people including locals and visitors and is a fiscal agent for Orange County Public Schools, Orange County Arts & Culture, and the City of Orlando.

2. Purpose of the RFP

United Arts of Central Florida (UA) is seeking a seasoned fractional Human Resources (HR) consultant to provide high-level, strategic HR support aligned with our organizational goals. UA is a nonprofit with fewer than 30 employees focused on maintaining compliance, fostering staff development, and building a scalable and resilient infrastructure. This engagement is structured for part-time, strategic advisement and is not intended to include day-to-day generalist execution. The selected consultant will partner closely with UA's CFO and CEO to enhance our HR practices while UA's internal team carries out implementation and operations.

3. Scope of Services

The consultant will focus on strategic HR support, providing frameworks, guidance, and expert recommendations that UA leadership can implement. By limiting hands-on execution to internal staff, this structure ensures UA receives high-value insight and leadership support while maintaining cost-efficiency and staff ownership of day-to-day HR functions.

Strategic HR Consultant Responsibilities

- **Compliance & Policies**
 - Review and update the Employee Handbook (including state/federal compliance)
 - Ensure policies follow applicable employment laws (FLSA, FMLA, ADA, etc.)

- Develop or refine HR policies (remote work, PTO, code of conduct, leave policies, lactation accommodations, etc.)
- Advice on policy gaps or risks (execution of updates by UA team)
- **Onboarding & Offboarding**
 - Advise on the structure and content of a consistent new hire onboarding process.
 - Recommend orientation materials and provide sample templates for UA implementation.
 - Conduct exit interviews and deliver insights to leadership, identifying patterns, systemic issues, and actionable next steps to help reduce future attrition.
- **Performance Management**
 - Support development of performance evaluation tools including but not limited to annual reviews, stay interviews, etc.
 - Coach supervisors on performance feedback and employee development
 - Create a consistent and legally sound disciplinary plan (including documentation templates and escalation protocols)
 - Assist with job descriptions and role clarity documentation
- **Employee Relations**
 - Provide guidance on workplace concerns, disciplinary actions, and conflict resolution
 - Serve as a neutral advisor or witness during sensitive conversations related to policy concerns, employee rights, or disciplinary matters, ensuring fairness, clarity, and legal compliance,
 - Provide on-site support twice a month.
- **Compensation & Benefits Support**
 - Benchmark salary ranges for key positions
 - Advice on benefits communications and plan administration
 - Assist with employee classification reviews
- **Change Management & Organizational Development**
 - Lead change management initiatives to align with strategic goals.
 - Recommend frameworks that improve team structure, collaboration, and communication
 - Align HR policies with business goals to ensure a resilient and adaptive workforce.
- **Additional Services (as capacity allows)**
 - Provide HR compliance training for managers
 - Recommend HR technology tools suitable for a small nonprofit
 - Be available for in-office meetings or training on a limited basis, as mutually agreed upon (preference given to providers based in Central Florida)
- **Operational HR Tasks to Be Handled Internally (UA Team)**
 - Implement policy updates and document templates
 - Conduct new hire onboarding and orientation
 - Maintain personnel files and benefits administration

- Facilitate training in logistics (with consultant input if needed)

4. Qualifications

- Education:
 - Bachelor's degree in Human Resources, Business Administration, or related field **required**
 - Master's degree in HR Management, Organizational Development, or related field preferred but **not required**
- **Certifications:**
 - Professional certifications like SHRM -CP, PHR required
 - Advanced certifications like SPHR, SHRM-SCP (preferred)
- **Experience - Minimum of 7-10 years of strategic HR experience, including:**
 - Experience working directly with executive leadership
 - At least 3 years of proven experience providing HR support to nonprofits or small organizations (under 50 employees)
 - Proven experience in policy creation, performance management systems, and employee relations
 - Knowledge of Florida labor law and multi-state compliance preferred
 - Proven experience advising leadership teams and managing organizational change
 - Strong interpersonal skills
- **Availability for flexible, ongoing part-time engagement (in-person and virtual)**

5. Proposal Requirements

Please submit the following in your proposal:

1. Overview of your firm or individual experience
2. Description of your approach to supporting small nonprofit clients
3. Hourly or retainer rate options and estimated level of support that can be provided within the \$40,000/year budget
4. Availability for in-person meetings or training in Central Florida
5. List of three client references (nonprofit or small organization preferred)
6. Sample engagement agreement or scope of work (optional)

6. Submission Instructions

Send your proposal via email to:

Rochelle Brockington
Chief Financial Officer
hr@UnitedArtsCFL.org

Subject Line: *Fractional HR Support Proposal – United Arts*

Preferred Submission Deadline: **August 23, 2025**

Final decision anticipated by: **September 23, 2025**