



2022 Organizational Planning Initiative: Request for Proposals + Scope of Work

Workforce Matters seeks to engage a consultant to facilitate an organizational planning process that helps our leadership determine the most efficient, equitable, and effective operating model to advance our mission, meet members' needs, support continued growth, and increase our impact. Interested parties should submit a proposal outlining your qualifications and proposed approach no later than 5:00 pm central on Wednesday, December 15, 2021. A contract is expected to be awarded no later than January 15, 2022. The project is expected to begin no later than February 1, 2022 and conclude in Summer 2022.

To apply, please submit your contact information + proposal online:

<https://marketing.workforce-matters.org/2022-planning-consultant>

Responses must be submitted no later than 5:00 pm central on Wednesday, December 15th.

Questions? Please contact us at info@workforce-matters.org

Background

[Workforce Matters](#) is a national network of grantmakers that draws on expert and practitioner knowledge and works together to strengthen workforce development philanthropy such that it empowers workers, learners, and job seekers to realize their full potential; dismantles inequities based on race, gender, ability, and other individual characteristics; and advances equitable education and employment outcomes for youth and adults.

Since its inception, Workforce Matters has operated as a relatively small, fiscally-sponsored program of another organization and has been staffed by contractors working on a part-time basis. Since 2020 Workforce Matters has been fiscally sponsored by Funders Together to End Homelessness. Over the last 5 years, Workforce Matters has undergone tremendous growth in terms of its overall network size, budget, and the complexity of its programming. As a result, the organization finds itself at a point where the existing structure no longer seems sufficient to sustain this growth and further the impact of the group's work longer-term.

Anticipated Scope of Work

Workforce Matters seeks to engage a consultant to facilitate an organizational planning process that helps Workforce Matters determine the most efficient, equitable, and effective operating model to advance our mission, meet members' needs, support continued growth, and increase our impact. This process should culminate in a summary of recommendations (including an implementation plan and suggested timeline) that address the following key questions:

- What is the best **operating structure** (e.g., sustaining fiscal sponsorship, attaining 501(c)3 status, etc.) for Workforce Matters?
- What is the most appropriate **governance structure** for the organization?
- How should the organization be **staffed**? How should roles and responsibilities be distributed among staff, contractors, and board/steering committee members? How should decision-making authority be distributed?
- What is the most appropriate **membership model** for Workforce Matters moving forward?
- What **financing model** (i.e., blend of membership dues, grants, participant fees, etc.) is best suited to support the proposed updates to the organizational structure?
- What is the current leadership/Steering Committee's **appetite for growth**? What areas or types of programming would they be most interested in considering and why? Are there any strategic partnerships that Workforce Matters should explore to extend our reach and impact?

To this end, we anticipate that the work of the consultant will include:

- **Interviews with key stakeholders and experts**, including current contract staff, Steering Committee members, workforce development grantmakers, and experts/staff from other philanthropy-serving organizations/philanthropic affinity groups.
- **An overview of different operating models** for similar philanthropic affinity groups, with considerations for each model.
- **Virtual planning sessions** with Steering Committee members and contracted staff.
- **A series of regular check-ins** with contracted staff and an organizational planning subcommittee.
- **A summary of final recommendations**, including a suggested timeline and implementation strategy.

To Apply

If you wish to be considered for this opportunity, you must provide:

- A brief narrative proposal of no more than five pages outlining:
 - Your qualifications to lead this work, including brief descriptions or links to similar work you have completed.
 - *Note: You are welcome to include work samples as attachments in your application packet, which will not be counted against the page limit for your narrative proposal.*
 - Your proposed approach to the project, including key strategies and deliverables.
- A timeline outlining key project milestones and the anticipated time required to complete the overall project.
- Brief bios (500 words or less) for key staff.
- A project budget.

Responses must be submitted no later than 5:00 pm central on Wednesday, December 15th via [our online form](#).

Receipt of one or more responses to this RFP does not commit Workforce Matters to the award of a contract, nor will Workforce Matters pay any costs incurred in responding to this RFP. Workforce Matters reserves the right to accept or reject any or all proposals received, to negotiate the final terms of any contracts, or to cancel the RFP in whole or in part. Incomplete applications will not be considered.