



UNITED WAY OF  
GREATER LOS ANGELES



## **STRENGTHENING LA'S HOMELESS SECTOR WORKFORCE: Back Office Stipends & Infrastructure Request for Proposals**

### **Key Dates**

Application Opens: Friday, Jan. 19, 2024

Optional Applicant Webinar: Wednesday, Jan. 31 from 1:30-3:30 p.m.

Office Hour #1: Thursday, Feb. 8 from 10-11 a.m.

Office Hour #2: Wednesday, Feb. 14 from 3-4 p.m.

Office Hour #3: Thursday, Feb. 22 from 9-10 a.m.

**Application Closes at 11:59 p.m. on Wednesday, Feb. 28, 2024**

## BACKGROUND

With more than 8,000 positions across the local homeless services sector, Los Angeles County has a robust network of providers and professionals who work daily to link people experiencing homelessness to the care, services, stability, and housing they need. Yet, as highlighted in a recent United Way of Greater Los Angeles (UWGLA) commissioned [report analyzing the Homeless Sector Workforce](#) in LA County, the sector faces intense challenges with its ability to attract, retain, and develop talent, which directly impacts its ability to sustain and scale critical services and housing solutions.

Based on the recommendations of this report and with funding support from Cedars Sinai, the Conrad N. Hilton Foundation, LA Care, Los Angeles Homeless Services Authority (LAHSA), and Health Net, UWGLA has launched a new initiative to build collaborative sector solutions. UWGLA has launched a Workforce Development Leadership Table (WDLT) of public sector leaders, service providers, and system investors to discuss, design, and deploy solutions. In partnership with the WDLT and other sector leaders, UWGLA will pilot strategies to reach and attract the next generation of workers, build supports that promote workforce retention, and invest in a variety of organization- and system-level solutions, starting with an initial investment in back office strengthening.

While frontline roles remain the lifeblood of our sector, back office roles are vital to the ability of homeless service organizations to maximize current contracts and services and to grow impact and innovate. According to the KPMG analysis, the L.A. homeless sector has a 6:1 back office ratio, which is drastically lower than optimal operational levels. Additionally, overall back office staff have an extremely high turnover rate, even more than client-facing roles. As a complement to previous investments in frontline staff retention and as a starting investment in strengthening LA's homeless sector workforce, the **Back Office Stipends & Infrastructure Request for Proposals** will fund staff stipends and organizational infrastructure upgrades to increase back office staff retention rates and promote more efficient back office operations that benefit the organization's homeless services and programs in L.A. County.

## BACK OFFICE DEFINITION

This funding opportunity specifically focuses on supporting and strengthening back office staff and operations within homeless services organizations operating in LA County. For the purposes of this RFP, back office staff includes the people working in administrative and operational functions primarily in service of the organization's homeless services mission. Unlike frontline and direct services staff, these positions are not client facing. The following is a list of the most common types of back office roles within homeless services organizations:

- Finance, accounting, payroll
- Human resources & staff training/development
- Business operations & information technology
- Compliance & auditing
- Data management & evaluation

## ORGANIZATIONAL ELIGIBILITY

*All organizations applying for funding through this RFP must meet the following minimum criteria to apply.*

- A 501(c) 3 nonprofit organization in active and good standing with the IRS (or a fiscal sponsor who meets that definition).
- An organization that currently provides homeless services directly to people experiencing homelessness in Los Angeles County.
- Currently receives public funding for homeless services either directly from a public entity OR as a sub-contractor for homeless services provided in L.A. County. Examples of public funding sources include, but are not limited to, Los Angeles Homeless Services Authority, LA County Department of Health Services, LA County Department of Mental Health, LA County Homeless Initiative, local housing authorities, City of Los Angeles, and local Continuums of Care.

Organizations that maintain one central administrative office for multiple branches, sites, or locations should submit only one application through this RFP. Organizations located in multiple counties/regions should focus their requests on L.A. County staff and operations.

If your organization provides multiple types of services or serves multiple populations, we ask that applications and asks focus on back office staff and operations with direct relationship to and impact on homeless services.

## FUNDING TYPES

Eligible organizations will be able to apply for funding through one or both of the categories below.

**STIPENDS:** Stipends are for current full-time or part-time back office employees who make \$80,000 or less annually, as of the application deadline. Back office staff must directly support homeless service teams, contracts, and programming in L.A. County. Stipends must be distributed within six months of receiving funding. The final stipend amount and any additional admin to organizations will be determined through the application review process.

**INFRASTRUCTURE:** Funding to support technology, software, IT, upgrades, targeted consulting, and other one-time purchases that will help strengthen back office operations. Infrastructure requests cannot exceed \$75,000. Applicants will be required to submit a Project Budget using the template provided by UWGLA.

Applicants can designate up to 15% of their Infrastructure funding request as indirect/admin to support staffing and organizational costs associated with implementing the award.

*While all eligible organizations can apply for Infrastructure funding, UWGLA will prioritize requests from applicants organizations that currently have fewer than 25 budgeted back-office staff. Additional consideration will also be given to current and contracted CalAIM Community Supports providers.*

## APPLICATION PROCESS

### SUBMISSION PROCESS

All application materials are available for download on [United Way Grantseekers webpage](#).

Applications will only be accepted through electronic submission using UWGLA's Survey Monkey Apply grant system. Applicants that have previously applied for UWGLA funding should use their existing login. If your organization is unsure if it has a login, contact [rfp@unitedwayla.org](mailto:rfp@unitedwayla.org).

Only one application will be considered per organization. Late or incomplete applications may not be considered.

### OPTIONAL APPLICANT SESSIONS

UWGLA will host an optional applicant webinar and three office hours for this RFP and application process. All applicants are required to RSVP for any session attended, however, attendance is not required to apply.

#### *Optional Applicant Webinar*

1. Wednesday, Jan. 31 from 1:30-3:30 p.m. via Zoom – Click to [RSVP](#) or visit our Grantseekers webpage ([www.unitedwayla.org/grantseekers](http://www.unitedwayla.org/grantseekers)) to access the registration link.

*Optional Office Hours* – Click below to register for each office hour or visit our Grantseekers webpage ([www.unitedwayla.org](http://www.unitedwayla.org)) to access the registration links.

1. Thursday, Feb. 8 at 10-11 a.m. via Zoom – [RSVP](#)
2. Wednesday, Feb. 14 at 3- 4 p.m. via Zoom – [RSVP](#)
3. Thursday, Feb. 22 at 9-10 a.m. via Zoom – [RSVP](#)

Application questions may be emailed to [rfp@unitedwayla.org](mailto:rfp@unitedwayla.org) with subject line “Back Office RFP.”

## REVIEW & SELECTION

All applications will undergo an initial screening for completeness, satisfaction of minimum requirements, and alignment with the initiative's goals and priorities. Only applications meeting the minimum eligibility criteria will be considered, reviewed, and scored.

All applicants must demonstrate how the request will increase back office staff retention rates and promote more efficient back office operations that benefit the organization's homeless services and programs in L.A. County.

Applications satisfying initial screening will be assessed based on the considerations outlined below:

- Role in L.A. County's homeless services sector.
- Potential for continued growth in the homeless services sector, especially in Greater LA.
- Staffing ratios as related to current and potential back office capacity.
- Number of and size of public contracts for homeless services in LA County.
- Current role as a CalAIM Community Supports provider for LA County.
- How this funding will help streamline back office operations to improve efficiency and effectiveness related to homeless services contracting, programs, and operations.
- How this funding will support organizational efforts to stabilize or increase back office staff retention.

- A demonstration of how this funding will help streamline back office operations to improve org-wide efficiency and effectiveness.
- How this funding can help the organization maximize its current and future public resources for homeless services, which can lead to an increase in programs and services for people.

Additional consideration will be given to BIPOC-led and lived expertise-led organizations and for organizations located in emerging priority communities for UWGLA, including Altadena, Crenshaw, El Monte, Florence/Firestone, Lancaster, Little Tokyo, North Long Beach, Northeast LA, Palmdale, Panorama City, Pico Union, Pomona, San Fernando, Watts, and Willowbrook.

Award announcements are anticipated by end of March 2024.