



UNITED WAY OF GREATER LOS ANGELES

Back Office Stipends & Infrastructure RFP

Applicant Webinar – January 31, 2024





LOGISTICS FOR TODAY

- All RFP Materials, including the link to apply, are available at unitedwayla.org/grantseekers
- Webinar will be recorded and posted to Grantseekers
- Zoom Chat is disabled – please use Q&A feature to submit questions

Key Upcoming Dates

- Office Hours on Feb. 8, Feb. 14, Feb. 22 – RSVP through Grantseekers
- Application Deadline on Feb. 28 via UWGLA's Grants Portal



TODAY'S AGENDA

Webinar Overview & Purpose

Strengthening LA's Homeless Sector Workforce: Initiative Overview

Back Office Stipends & Infrastructure RFP Walk-Through

Questions & Answers

Upcoming Dates & Close



UNITED WAY OF GREATER LA

believes that every community across Greater L.A. must be rooted in justice and equity, where every generation prospers.

We can accomplish more together than alone. By combining community power, donations, and new solutions to long standing challenges, we can support neighbors in crisis and close the prosperity gap.

CRISIS SOLUTIONS

We support people where they are. Whether they need a safe place to sleep or help paying bills—we are there.

SHARED PROSPERITY

We tackle pervasive disparities in housing, education and community wealth, so everyone can own a share of L.A.'s future.





Strengthening LA's Homeless Sector Workforce

Hazel Lopez, Director of Crisis Solutions

ANALYZING THE WORKFORCE

United Way of Greater Los Angeles contracted with KPMG to conduct a detailed analysis of the homeless service sector workforce in Los Angeles County through the five data collection methods below. The data collected in this study is **representative of 52 unique organizations and over 4,500 homeless sector employees.**



Agency Workforce Data

- Leveraged a **sample size** of LA County agencies that **represented 50-60%** of the sector workforce
- Obtained workforce talent data from identified organizations to **understand hiring, retention, and turnover trends** to document the current state



KPMG's Signals Repository

- Utilized KPMG's Signals Repository to **analyze industry trends** based on external labor market data
- The data from industry trends drove **benchmark sector insights** (e.g., compare LA County homeless services sector to Houston)



Sector Employee Survey

- **Gathered diverse worker sentiments** on culture, employee experience, employer brand, employee value proposition, etc.
- Delivered **anonymous survey to ~200 sector employees** utilizing employees from the agency sample size



1:1 Sector Leader Interviews

- Conducted deep dive sessions to **understand leadership perspectives** regarding the common needs of the sector
- Connected with 12 different leaders from **agencies, colleges, and foundations**



Employee Focus Groups

- Gathered insight on how **cultural norms differ by demographic groups** (e.g., Case Manager, Housing Navigator, BIPOC Leader) in the focus groups
- Probed on results from quantitative data to **obtain qualitative perspectives** in focus groups

WHAT WE LEARNED FROM THE STUDY

Key Talent Themes Driving LA’s Homeless Services Workforce Challenges

COMMON IN OTHER SECTORS

Increased job demands creating retention risk	Inconsistent learning opportunities
Vague competencies for critical roles	Lack of diverse representation in executive leadership
Over indexing on compensation as talent driver	Undefined career paths

UNIQUE TO HOMELESS SERVICES

Lack of employee support due to back office constraints	Negative external perception of the sector	Inconsistent knowledge management procedures and resources
Trial by fire sector culture	Mental and emotional health needs for all employees	Agency hop
Untailored benefits for key demographics	Lack of security when engaging with clients	Lack of infrastructure to support PWLE in the workforce

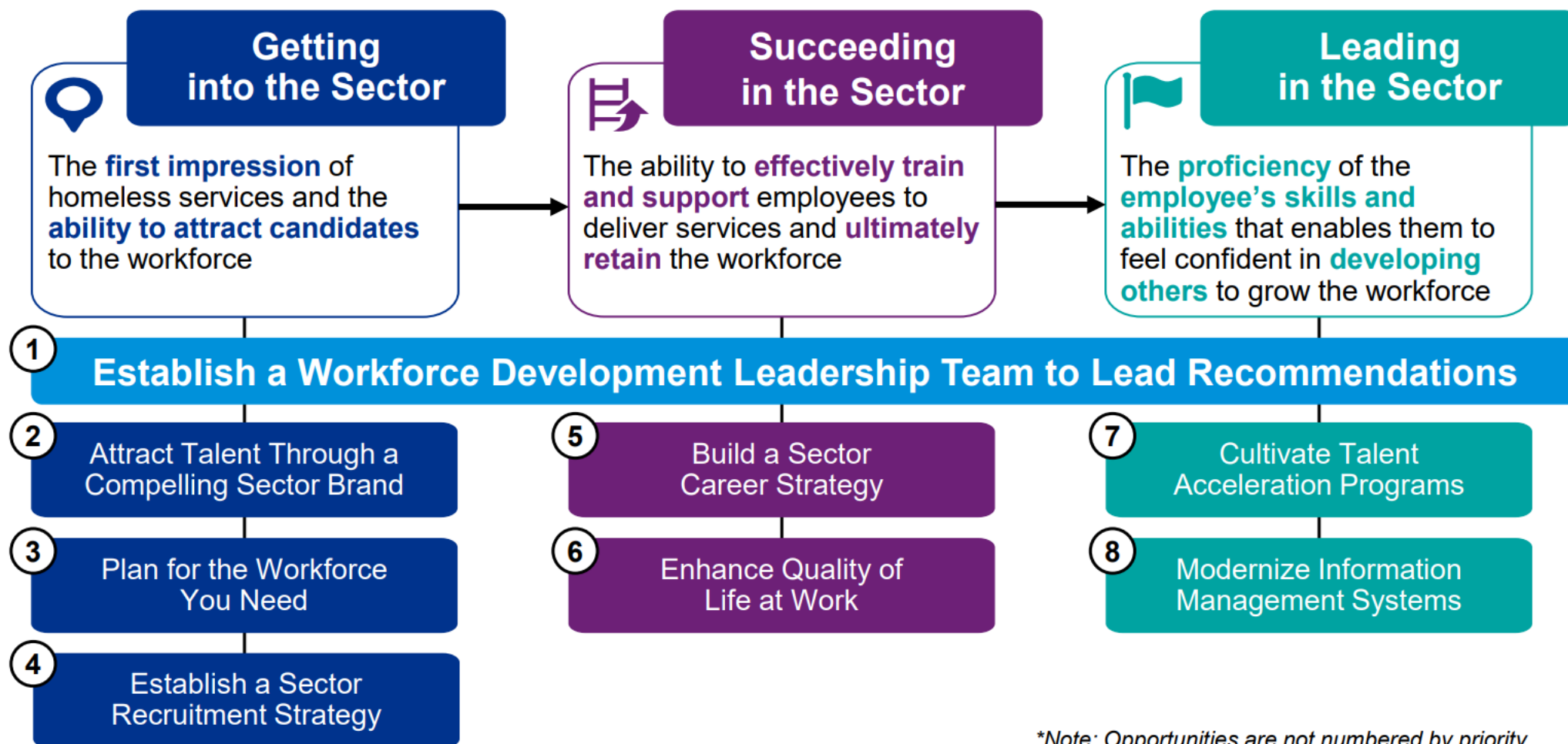
KEY TAKEAWAY

The time to prioritize your workforce is now!

We see significant workforce hiring needs in the near and intermediate future. Using the historical attrition rate and forecasted future workforce needs, the sector will need to **increase its growth rate by 20% from 2022 to 2023** in order to achieve the optimal workforce and **meet the needs of the homeless services sector.**

Summary of Opportunities for Improvement

Below is a summary of our opportunities for improvement for getting into, succeeding, and leading in the sector. Establishing a Workforce Development Leadership Team will be key to implementing the opportunity areas.



**Note: Opportunities are not numbered by priority*

Workforce Development Leadership Table

System Partners

DHS

LAHSA

DMH

**LA County
Homelessness
Initiative**

City of Long Beach

DHS

LA Care

Health Net

Non-Profit Providers

Harbor Interfaith

The People Concern

**Social Justice
Partners**

**The Center at
Blessed Sacrament**

The Salvation Army

**Union Station
Homeless Services**

Valley Oasis

HOPICS

St. Joseph Center

LA Family Housing

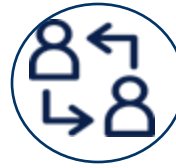
PATH

OVERVIEW OF THEMES



Recruitment Strategies (Getting into the Sector)

Activities led internally at each individual organization or shared recruitment strategies that lead to an increase of Gen Z recruitment into the sector.



Onboarding Practices (Succeeding in the Sector)

This includes activities and any curriculum or training material used to onboard new staff to the agency and their respective roles.



Apprenticeship Programs (Leading in the Sector)

Program models geared towards retention of existing talent and building a pipeline to drive students into our sector.



RFP Walk Through

Tammy Marashlian, Program Officer





INVESTMENT BACKGROUND

Back office staff and operations represent a vital aspect of your organization.

The homeless services sector's ratio between front and back office staff is vastly different than other sectors.

Our investment aims to increase back office staff retention rates and promote more efficient back office operations that ultimately benefit your homeless programs and services in LA County.



WHAT COUNTS AS BACK OFFICE FOR THIS RFP?

Back office refers to the people working in administrative and operational functions primarily in service of the organization's homeless services mission.

Back office roles are not client facing.

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



ELIGIBILITY

Do I qualify for this funding opportunity?

- Your organization must be a non-profit that currently provides homeless services directly to unhoused people in Los Angeles County.
- Your organization must currently be receiving public funding from a public entity OR as a sub-contractor for homeless services provided in Los Angeles County.

Public funding includes LAHSA, DHS, DMH, HI, housing authorities, local Continuums of Care, state, federal.



FUNDING TYPES

STIPENDS

One-time stipends for current full-time or part-time back office employees who make less than \$80,000 annually, as of the application deadline.

- Back office staff must directly support homeless service teams.
- If awarded, stipends must be distributed within 6 months of receiving funding.
- Organizations will determine which means of distribution is best for them and their employees.

INFRASTRUCTURE

One-time funding to support technology, software, IT upgrades, targeted consulting to strengthen your organization's back office operations.

- Up to 15% of your request can go towards admin/indirect costs.
- *Examples: Financial management system, data encryption software, payment processing system, new IT purchases.*



REVIEW CRITERIA

Competitive applications will...

- Demonstrate your organization's role in the sector & its potential for growth in the homeless services space.
- Demonstrate how this funding will help your organization strengthen its back office staffing and operations. Will this help you maximize public funding? Or potentially seek out additional funding opportunities for your homeless services?



SUBMISSION PROCESS





HOW DO I SUBMIT?

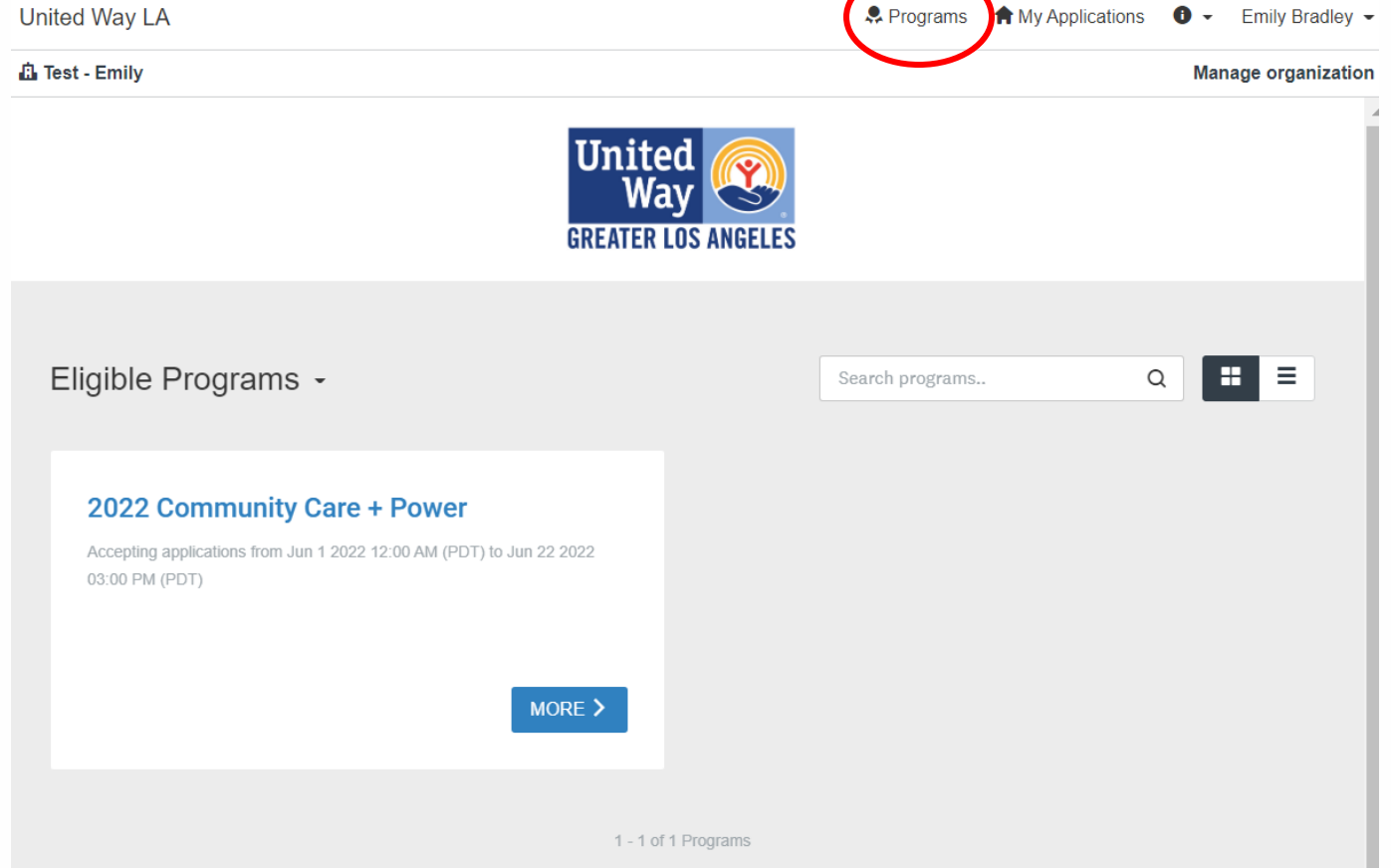
- All applications must be submitted through UWGLA's online grants portal, Survey Monkey Apply.
- Previous applicants can use their existing login credentials. New organizations must register with the system.
- Please try logging into SMA well before the deadline to make sure you can access the application.

USING SURVEY MONKEY APPLY TO SUBMIT

Check if you have an organizational account first – if you do not know, use password retrieval function, ask around, and then email UWGLA through rfp@unitedwayla.org to confirm.

From main login dashboard, select "Programs" and then follow pathway to the specific funding opportunity you are looking for.

Click Programs on menu bar to get to RFP



USING SURVEY MONKEY APPLY TO SUBMIT

Make sure to press
Submit button after all
tasks are complete

0 of 3 tasks complete

Last edited: Jun 6 2022 10:52 AM (PDT)

REVIEW SUBMIT

Deadline: Jun 22 2022 03:00 PM (PDT)

Add Member or Team

2022 Community Care + Power

Preview

APPLICATION ACTIVITY

Your tasks

- Project Lead Information
- Program/Project Questions
- Organizational Documents

Make sure to complete all tasks and then press the "Submit" button to complete your application.

Use the "Add Member or Team" feature to add folks as collaborators that you have already connected to your organization using the "Manage Organization" feature of the main login page.

Use system's questions & tech support features if you run into system issues



RFP TIMELINE

Feb. 28 at 11:59 p.m.

**All applications must be submitted
via Survey Monkey Apply for
consideration.**

End of March

Award Announcements

Early March

**Application review
process**



UNITED WAY OF GREATER LOS ANGELES

WOMEN'S INVESTMENT NETWORK

Emily Bradley, Director of Strategic Investments



WOMEN'S INVESTMENT NETWORK (WIN)

Harnesses the power of Black and Latina women to build personal wealth and increase investment into their communities, together.



WIN-LA is a pooled investment fund and mutual aid network that distributes double-digit returns from United Way's real estate investments previously only reserved for institutional investors.

INVESTMENT

United Way will guarantee no loss of committed funds and up to a 10% return on the member's principal committed.

The returns will be generated from United Way's investments in real estate investments, paid out every 6 months.

COMMITMENT

Each member will commit a **minimum investment of \$2,500 for 3 years**. In the pilot phase, eligible members qualified will receive a bonus for completing actions and milestones to reach a full investment value of \$5,000.

LEARNING

Prior to enrollment, **all prospective members receive a complimentary 7-module financial coaching/investment curriculum** with individualized worksheets to help inform their decision.

Once enrolled they will be offered additional classes, exclusive investor events, and participate in a peer-to-peer support network.



Questions & Answers



UPCOMING OFFICE HOURS

Feb. 8

10-11 a.m. via Zoom

Feb. 14

3-4 p.m. via Zoom

Feb. 22

9-10 a.m. via Zoom

RFP@unitedwayla.org for any questions about
the Back Office Stipends & Infrastructure RFP



UNITED WAY OF
GREATER LOS ANGELES



SAVE THE DATE

WALK UNITED LA

MAY 11, 2024 | SOFI STADIUM





Thank You

Sign up for future funding notifications at www.unitedwayal.org/grantseekers

Follow United Way of Greater LA online across social channels at [@launitedway](https://twitter.com/launitedway)

