



## **STRENGTHENING LA'S HOMELESS SECTOR WORKFORCE: Workforce Restructuring & Retention Request for Proposals**

### **KEY DATES**

**Application Opens: Tuesday, April 14, 2026**

**Optional Applicant Webinar: Tuesday, April 21, 2026**

**Application Closes: Thursday, April 30, 2026**

## BACKGROUND

Over the last several years, United Way of Greater Los Angeles (UWGLA) has worked to strengthen the workforce of the homeless service sector. Informed initially by a sector analysis conducted by global consulting firm, KPMG, and a cross-sector advisory table called the Workforce Development Leadership Table, UWGLA deployed a series of investments to develop new recruitment and onboarding strategies to bolster sector pipelines and enhanced retention efforts and supports to sustain critical workforce providing frontline and back office support for providers across Los Angeles County. With funding support from Cedars-Sinai, the Conrad N. Hilton Foundation, L.A. Care Health Plan, Los Angeles Homeless Services Authority (LAHSA), and Health Net, our Homeless Sector Workforce Initiative supported over 130 local service organizations across LA County over the past five years.

While strengthening the homeless service sector workforce is still paramount, what this looks like is changing as the sector grapples with significant funding reductions as state and federal resources are cut. Given the scale of these funding and structural shifts in the sector, UWGLA is focusing the next phase of its Homeless Sector Workforce initiative on identifying opportunities to creatively resource and position the sector to adapt to this pivotal moment. This will take the form of a set of targeted investments and open funding opportunities directed at provider and system level solutions that help to re-size our sector in a way that least disrupts service delivery and operations and honors the important frontline and back office leaders who continue to be the heart of this sector.

United Way of Greater Los Angeles (UWGLA) has released the **Workforce Restructuring and Retention Request for Proposals (RFP)** to support homeless service providers in Los Angeles County with transitioning their workforce in relationship to recent and anticipated public budget cuts. This RFP will fund select investments in workforce restructuring, training through transition, and staff retention supports for local homeless service providers.

## 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).
- Currently provides publicly funded homeless services directly to people experiencing homelessness in Los Angeles County. Organizations that are not directly providing homelessness solutions support to people experiencing homelessness in LA County are ineligible to apply.
- Has paid staff providing front and back office supports for homelessness work in LA County.
- Provides homeless services as a central component of their mission work. While we recognize that there is a large ecosystem of services provided to unhoused residents, this funding opportunity will focus on those providing a meaningful level of services that are aimed at supporting unhoused residents in coming inside to interim and permanent housing solutions. Some service examples include directly assisting unhoused clients in accessing housing services by providing outreach, case management, or housing navigation support.
- Currently receives public funding for homeless services that has been impacted this fiscal year or is projected to be impacted by public budget cuts for next fiscal year (i.e., [LA County Homeless Services Budget Approved February 3](#)).

# FUNDING DETAILS & GUIDELINES

**Total Available Request Amount:** Up to \$75,000

All eligible organizations may apply for a total request of \$75,000 across all three funding categories – Restructuring, Retraining, and Retention. Organizations may choose to apply in a single category or spread their ask across multiple eligible categories.

Up to 20% (up to \$15,000) of total award may be used for relevant project staffing, facilities costs, or indirect/administration. No salary will be considered within balance of award.

**Anticipated Grant Term:** While we are open to exploring timelines based on project needs, we anticipate most awards through this RFP will be up to 12 month terms.

**FUNDING CATEGORIES** - *Through this RFP, there are 3 categories of one-time funding available. Please read through the requirements and details of each before making your decision on which to apply for. The funding category descriptions below provide requirements along with examples based on what we have already heard from community partners within these categories regarding potential uses. We encourage applicants to think beyond the examples for what might work at their own organization. The strongest requests will set up structures, products, or systems that not only support current staff, but also will be a resource as additional shifts occur over the next couple of years that require organizations and staff to adapt.*

## **FUNDING CATEGORY #1: STAFF RESTRUCTURING SUPPORTS**

As public funding cuts impact nonprofit service providers, we know that staffing and operational budgets will be directly impacted. Organizations are already and will continue to be asked to reassess their frontline and back office staffing resulting in the need to rethink staffing structures, reassign and merge roles, and eliminate positions where there is not sufficient budget capacity. We know these conversations are challenging and complex, but also know that how organizations approach this restructure process and the resulting restructures are foundational to maximizing reduced resources to preserve as many services as possible and to building a staffing framework that can adapt to additional funding shifts.

Through Funding Category #1: Staff Restructuring Supports, we aim to support strategic redesign of team and department structures through targeted technical assistance and strategies that optimize capacity within restructured staffing models. For example, an organization who recently was made aware of public budget cuts to a series of programs may require the support of a consultant to work with their leadership and Human Resources to map a new staffing model/organizational chart and an accompanying communications and implementation plan, or an organization may already have worked through the redesign process but identified that with the shifts they are going to need to move from a physical site model to remote work model, which requires increased tele-communications capability to ensure service and operational continuity.

Applicants in this category should be prepared to describe how staff restructuring support needs will bolster their organization's efforts in responding to current/upcoming sector constraints, continuity of care needs, and changing service expectations. The strongest requests will be right sized to staffing size and shifts being experienced by an applicant. Additionally, while not required, the strongest proposals will have pre-identified third party technical assistance providers and other clearly outlined costs based on staff restructuring needs.

## **FUNDING CATEGORY #2: TRAINING STAFF IN ADAPTING TO NEW NEEDS**

As we look to the future, staff will be asked to adapt to new role expectations as they adapt to restructured staffing structures, absorb the work of eliminated positions, have expanded client needs to address without as many referral pathways, and adapt to changing contract requirements. For example, a frontline housing

navigator may need to adapt to a more general case management role that requires greater knowledge of benefits and income options to support at-risk clients of homelessness, or a back office contract administrator may have to learn new financial management and budgeting skills to support maximization of limited and changing resources (e.g., newly contracting with LA County, or taking on CalAIM Transitional Rent).

Through Funding Category #2: Training Staff in Adapting to New Needs, we aim to better position organizations in providing access to a range of training-related, upskilling, and role-specific resources to support staff in adapting to new organizational needs and priorities within the current environment of constrained resources. These training solutions should be created as centralized organizational solutions or strategies. Requests for staff-directed professional development stipends will not be considered.

Applicants considering applying for funds from this category should be prepared to describe specific training and/or capacity needs that will support their organization in responding to current/upcoming sector constraints, continuity of care needs, and changing service expectations. While focused on training, how organizations approach this area may vary from outsourcing trainings, bringing in training expertise, creating internal training structures and materials, or other strategies.

The strongest proposals will be grounded in changing context for particular roles and focus on specific skill training. While potentially having an extended benefit to staff development and growth, trainings should not center career pathways/promotion as a central goal. Additionally, the strongest proposals will create training solutions and strategies that have potential to benefit staff over time.

### **FUNDING CATEGORY #3: STAFF RETENTION SUPPORTS**

As staff are being asked to adapt to new role expectations within an environment of constrained resources, it will be critical to ensure that organizations are positioned to provide adequate supports to retain positions that will remain after restructure.

Through Funding Category #3: Staff Retention Supports, we aim to strengthen staff retention by improving the overall employee experience, job satisfaction, and day-to-day effectiveness for both frontline and back office personnel who will be staying on with organizations after staffing restructures. For example, an organization may determine that a significant number of staff may be economically unstable and decide to set up an emergency fund to support certain one-time costs that help staff stay employed and engaged through financial hardship.

Requested retention support – whether focused on wellness, financial stabilization, or planning, - should be intentional, well-aligned with staff needs, and grounded in real organizational challenges. Applicants should be prepared to clearly articulate how their proposed activities will enhance job satisfaction, reduce stress, and reinforce a healthy, resilient staff culture.

The strongest proposals will clearly describe the specific retention issues the organization is facing/ anticipates and will detail how the selected activities will produce meaningful improvements in staffing stability. This includes clear rationale/evidence of staff input, a realistic implementation plan, and an understanding of how the investments impact will be measured. The most compelling proposals will demonstrate not only how the funds will address current pressures, but also how they will contribute to a stronger, more supported, and more sustainable workforce over time.

## **(OPTIONAL) INTEREST IN EXPLORING PARTNERSHIP MODELS**

Within the application you will see an optional section of questions related to interest in exploring partnership models. While we recognize that organizations are in different stages of planning we are interested in understanding who may already be thinking about partnership models as part of their organizational sustainability planning, either as an organization who believes they will need a partner or an organization who is in a stable enough place to be open to considering partnering with other organizations seeking operational alliances. Partnership models vary widely – from exploring shared operational solutions (shared space, shared back office functions), transfers of programs or assets, or even exploration of more substantial mergers. UWGLA will utilize the responses to gauge interest, need, and opportunity to explore potential philanthropically supported processes to help facilitate various types of partnership models that help to sustain service delivery and support organizational sustainability for homeless service providers.

**NOTE:** Filling out the optional questions is not a request for funding nor does it entitle an organization to future funding as it becomes available. Additionally, if you are not ready and do not fill it out, this does not exclude you from future opportunities, but initial interest will be considered as part of the planning process.

## **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.

### **BUDGET INSTRUCTIONS**

A copy of the approved budget template is available for download from UWGLA Grantseekers webpage. Please upload within online application as an Excel file and include organization's name both within the document and as part of the saved file name.

### **OPTIONAL APPLICANT SESSIONS + FREQUENTLY ASKED QUESTIONS**

UWGLA will host an optional applicant webinar for this RFP and application process on Tuesday, April 21, 2026, from 11:00 A.M. -12:00 P.M. via Zoom – [Click to RSVP](#) or visit our Grantseekers webpage ([www.unitedwayla.org/grantseekers](http://www.unitedwayla.org/grantseekers)) to access registration link. Applicants are not required to attend to apply.

A Frequently Asked Questions document is available on the Grantseekers webpage and outlines starting questions we anticipate from applicants on this funding opportunity.

For any questions not answered through the optional webinar or Frequently Asked Questions document, email [rfp@unitedwayla.org](mailto:rfp@unitedwayla.org) with subject line "Workforce RFP Question."

### **INFORMATION SHARING**

Information provided through this RFP process will be used for funding consideration but additionally will be shared with the Funders Collaborative and UWGLA funding partners to support both this investment process and broader investment planning to support the sector through current funding transitions.

## 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.

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

- Role in L.A. County's homeless services sector. This investment will be prioritized for organizations centered in LA County and who center homeless services in their mission and work.
- Number and size of public contracts for homeless services in LA County.
- Anticipated impact of local public funding cuts to organization's homeless services budget and workforce.
- Organizational readiness to understand and implement solutions to the current/upcoming organizational budget cuts. While we recognize that not everything is known, we will be prioritizing organizations that demonstrate understanding of current/impending changes and identify solutions for their organizations that acknowledge the need to adapt.
- Balance of creativity and feasibility in request to develop funding strategies that have longer-term potential and impact. For example, while short-term needs will be considered, we encourage organizations to consider where there are structures, tools, and sustaining solutions that can live on beyond this investment to support your staff restructuring, training needs, and ongoing staff retention needs.
- Leverage of other resources. While not required, this may be considered.
- Additional consideration may be given to BIPOC-led and lived expertise-led organizations and for organizations that are recipients of CalAIM Community Supports funding for LA County.

UWGLA staff will review all eligible applications against the above framework. Additional local leaders and field experts may be utilized in review process where necessary. All individual reviewer notes will be taken into consideration among other overall portfolio considerations. Distribution of awards across geographies, organization size range, and populations served as overall portfolio decisions are made in alignment with overall funding opportunity goals and UWGLA values and strategies.

Award announcements are anticipated by end of May 2026.