



UNITED WAY
Greater Los Angeles

HOMELESS SERVICES SECTOR

BUDGET FORECASTING, WORKFORCE ANALYSIS
& RECOMMENDATIONS

June 2026



VOICE OF THE SECTOR FINDINGS



VOICE OF THE SECTOR EMPLOYEE FINDINGS

Below are key insights we heard from employees within the sector through focus groups. We identified **common ways employees can be supported through budget cuts** and unique experiences that **are causing challenges** for specific employee groups.

Common Levers to Navigate Budget Cuts

Advocating for Financial Stability & Flexible Funding

Advocate for **flexible funding models** to strive for financial stability beyond restrictive, reimbursement-based contracts (e.g., a mix of new revenue sources, such as capacity-building funding, and unrestricted philanthropic gifts).

Developing Meaningful Metrics & Data-Informed Advocacy

Develop meaningful, **staff-informed metrics** that accurately reflect client progress and **strengthen the case for funding** (e.g., housing retention rates at 12 months, client well-being assessments, or successful connections to employment).

Improving Collaboration & Streamlining Processes

Foster collaboration between agencies to streamline burdensome processes and reduce administrative load (e.g., creating **standardized, system-wide procedures for common tasks**, like client intake and referral handoffs, or consolidated financial reporting to big funders).

Investing in Staff Support & Cross-Training

Invest in robust **staff support and cross-training** to prevent burnout and fill critical gaps. This may include tangible wellness resources (e.g., access to mental health services and reflective supervision) or professional growth opportunities, such as **certifications in trauma-informed care** or leadership development programs.



Philanthropist



Public Funding Administrator



Contract Funding



Program Manager



Back-Office Representative



PWLE



Specialized Pop. Outreach



Housing Navigator



Outreach/Mental Health Specialist



Case Manager

Unique Priority Pain Points

Burden of Strategic Investment in a Systemic Crisis: Struggling to balance strategic, long-term investments against the immediate pressure to provide emergency "bailout" funding.

Erosion of Trust and a Damaging Public Narrative: Leadership and funding-focused roles are grappling with a negative public perception of the sector, fueled by reports of fraud and mismanagement by a few.

Expertise is Undervalued: Critical insights from PWLEs and specialized staff are often excluded from high-level program design. This results in less effective, more costly programs and poorer client outcomes, which weakens ability to demonstrate a strong return on investment to funders.

Direct Threat to Client Survival: Budget cuts are forcing frontline workers to turn away clients, directly causing increased homelessness, suffering, and a sense of moral injury.



PERSONA RECAP

Personas provide the sector with **key insights into its workforce**, enabling more effective and targeted support.



What is a persona?

A persona is a representation of a typical type of employee inclusive of their motivations, pain points, working styles, sentiments, and preferences. Specific activities and characteristics can vary by persona.



Why is this important?

Personas show key elements of how each employee experience is defined. They uncover characteristics, motivations, and challenges, assisting in informed decision-making by accounting for how individuals think, what they feel, and what they desire, helping determine where focus should be maximized. The outputs directly feed into opportunities identified.



How can organizations use this?

Personas should often be revisited and refreshed to:

- Develop focus by highlighting features that are critical to what matters most to your workforce
- Communicate the recommendations and the rationale behind it
- Determine priority recommendations for the sector in collaboration with system partners and make justified decisions



Interpreting Stakeholder Personas

Representative

a semi-fictional archetype of a group of people; a representative sample of the workforce



Non-exhaustive

an indicative view of a predetermined subset of a broader, intersectional population of individuals



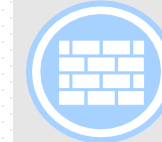
Commonalities

shared lived experiences based on similar identification, behavioral attributes, or community affiliation



Patterns

illustrates the red thread of need across defined groups to identify the structural patterns that help or hurt



Narratives

human-like stories segmented into relevant and meaningful narratives that describe the journey



Snapshots

reflect a point in time influenced by the current environment and existing programs and support systems



PERSONA RECOMMENDATIONS OVERVIEW

Each persona has two slides to tell their story. The first slide **introduces the persona**, and the second slide provides **recommendations tailored to each persona**, detailing suggestions gathered from focus group discussions.

Persona Introductions

Persona Recommendations

Motivations
Motivators that drive engagement and performance in the workforce.

Pain Points
Difficulties faced by the persona.

Opportunities by Blueprint Categories
Groups the role-specific opportunities by Blueprint Category to clearly connect these specific actions to the overarching strategic framework of sector opportunities.

Meet Alex

Motivations

- Create leading, system-level change by ensuring the sector is stable and sustainable through funding stability and by retaining its skilled, experienced professionals.
- Foster a collaborative and efficient ecosystem that invests in innovative solutions, such as telehealth, prevention and technology, to improve patient outcomes.

Pain Points

- The sector faces severe instability due to unpredictable funding streams, unmanaged systemic ripple effects of cuts, and contracting models that create pervasive disincentives for agencies.
- Inefficiency and a skewed understanding of real challenges persist due to a lack of a unified data system and service providers feeling compelled to hide their struggles.

To My Service Providers

What I wish you know
We encourage agencies to be radically honest with us about the full scope of your challenges. We can't be effective partners without understanding the pressure you're under, and we recognize that simply preserving past progress is a major win right now.

To My Leadership

One takeaway
The best return on investment is not a new program, but rather a significant, coordinated investment to stabilize the entire system. Creating a stability fund would help providers retain their talented workforce by allowing them to manage staff transitions without financial penalty.

Program Officer, Philanthropic Foundation

Alex is a strategic program officer at a major foundation focused on ending homelessness in Los Angeles. With a deep understanding of the sector, Alex is navigating the complex shift from a period of rapid growth to one of significant funding contraction. Alex is driven by a desire to foster the long-term stability of the sector and to retain its talented workforce, viewing philanthropy's role as a vital partner in building a more resilient and effective system.

Thinks
Radical honesty from providers about their challenges is crucial for us to offer effective support.

Feels
Responsible for ensuring that the foundation's strategy shifts are headed thoughtfully and respectfully, with clear off-ramping for legacy partners.

Wants
A strategic, system-wide approach to manage the current workforce transition and funding contraction.

HOW I CAN HELP:

- Provide targeted, flexible general operating funds to help providers weather the financial "ripple effects" of contract losses.
- Fund the creation of a "train the trainer" infrastructure for evidence-based practices to build capacity efficiently.

Quote: "Unless there's honesty about those realities, then philanthropy starts to have a skewed perspective on what is actually possible on the ground in this moment in time."

Sentiments
An individual's thoughts, emotions, and desires about their role in the sector.

Persona Needs
How leadership can better support their teams and reduce job-related burdens.

How the Persona Can Contribute to the Sector
Ways the persona can help enhance the overall work environment.

Program Officer, Philanthropic Foundation
Potential Recommendations

Collaborative Services Delivery

Create a "Collaboration Fund"
Launch a dedicated "Collaboration Fund" that exclusively awards grants to joint projects between two or more provider agencies, requiring a unified proposal and shared outcome metrics to incentivize breaking down silos.

Quote: "I believe we will have the greatest ROI in funding that directly supports the transition and retention of the workforce during this period of contraction. I do not see ROI in funding specific programs, but rather in stabilizing the system itself."

Digital Enablement

Create a "Digital Transformation Grant"
Create a "Digital Transformation Grant" initiative focused on funding core infrastructure that government contracts often won't cover, such as cybersecurity upgrades, migration to cloud-based systems, or new client management software.

Fund a Sector-Wide Data Dashboard
Fund the development and long-term maintenance of a public-facing, sector-wide data dashboard within the CoE that visualizes system performance, client outcomes, and equity gaps, providing transparency for all stakeholders.

Quote: "A message that resonates with philanthropy is one focused on tools for efficiency and resource optimization. When AI is presented as a tool in service of that goal, the proposition becomes compelling."

Talent Optimization

Establish a "Targeted Bonus Fund"
Establish a "Targeted Bonus Fund" that provides grants to agencies specifically for tailored incentive programs to alleviate drive performance on key goals and improve retention within the reality of the current budget cuts.

Create a "Workforce Innovation Fund"
Create a "Workforce Innovation Fund" that offers grants for pilot programs aimed at improving operations post-cuts, such as funding role architecture projects, or testing new staffing models.

Quote: "We play a unique, future-focused role by wanting to fund leadership development and creating clear career pathways from frontline positions to the C-suite, filling a critical gap often left by public sector contracts."

Direct Quotes
Each set of recommendations comes with an authentic quote from the focus groups or survey, supporting our findings and amplifying the urgency for action through the persona's own voice.



Meet Alex



Motivations
<ul style="list-style-type: none"> • Create lasting, system-level change by ensuring the sector is stable and sustainable through funding crises and by retaining its skilled, experienced professionals. • Foster a collaborative and efficient ecosystem that invests in innovative solutions, such as targeted prevention and technology, to improve overall outcomes.
Pain Points
<ul style="list-style-type: none"> • The sector faces severe instability due to unpredictable funding streams, unmanaged systemic ripple effects of cuts, and contracting models that create perverse disincentives for agencies. • Inefficiency and a skewed understanding of real challenges persist due to a lack of a unified data system and service providers feeling compelled to hide their struggles.

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We encourage agencies to be radically honest with us about the full scope of your challenges. We can't be effective partners without understanding the pressure you're under, and we recognize that simply preserving past progress is a major win right now.

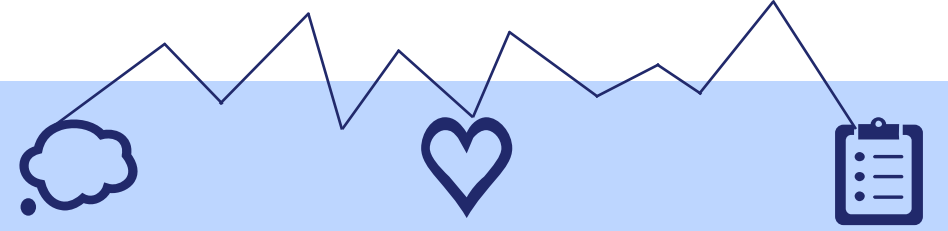
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Thinks

Radical honesty from providers about their challenges is crucial for us to offer effective support.

Feels

Concerned about the "perilous" state of the sector and the potential loss of experienced staff.

Wants

A strategic, system-wide approach to manage the current workforce transition and funding contraction.

“ Unless there's **honesty about those realities**, then philanthropy starts to have a **skewed perspective** on what is actually possible on the ground in this moment in time. ”

HOW I CAN HELP:

- ✓ Provide **targeted, flexible general operating funds** to help providers weather the financial "ripple effects" of contract losses.
- ✓ Fund the creation of a **"train the trainer" infrastructure** for evidence-based practices to build capacity efficiently.



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Provide Restructuring Funds to Agencies

Create a “Strategic Restructuring Fund” to provide targeted grants and expert technical assistance (e.g., legal, financial, change management) for agencies exploring or executing a formal merger, acquisition, or deep back-office consolidation to improve system efficiency and long-term sustainability.

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Meet Caleb



Motivations
<ul style="list-style-type: none"> • Coaching, developing, and training staff, and seeing them succeed. • Problem-solving complex cases and turning "no's" into "yes's" for clients.
Pain Points
<ul style="list-style-type: none"> • Persistent, destabilizing changes in funding and requirements from government agencies. • A lack of support, poor guidance, and weak communication from upper management and funders.

To My Manager

What I wish you knew

We are struggling to backfill vacant positions while people are leaving the sector or going out on leave. A 'generalist' approach and cross-training are essential now because there are so many gaps to fill.

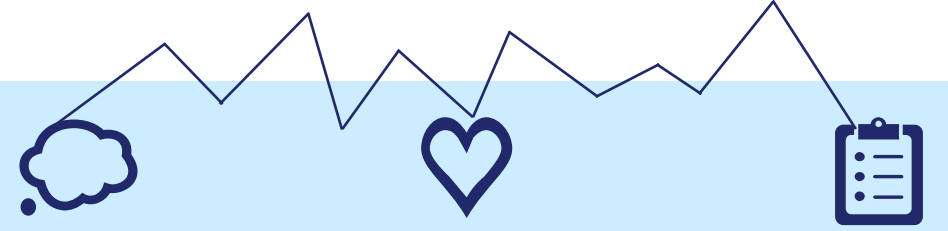
To My Leadership

One takeaway

Key performance indicators (KPIs) on our contracts often have no relevance to actual program success. Involve us in the goal-setting discussions so we can create metrics that reflect the real work and save more lives.

Program Manager

Caleb is a seasoned Program Manager in the LA Homelessness Services Sector. As a leader, he serves as the **critical hub for his team**, spending his days supervising staff, navigating complex contracts, managing crises, and acting as a **buffer between his frontline case managers and the demands of upper management and funders**. Caleb is dually motivated: he finds immense satisfaction not only in seeing clients get housed but also in coaching, developing, and **supporting his staff** so they can thrive in this challenging field.



Thinks

Success isn't just about the numbers funders see. It's about the lives we save and the small, steady progress clients make in managing their health and stability.

Feels

Pulled in a million directions. He is proud of his team and the clients they serve but is highly stressed and actively considering leaving the sector for a more stable career.

Wants

A seat at the table. He wants to be involved in strategic planning, program budgeting, and grant writing so that contracts are realistic and achievable for his team.

“ Severe **budget cuts** and loss of housing resources will **significantly increase risks for client fatalities**, mental health crises, and suicide.”

HOW I CAN HELP:

- ✓ Provide essential frontline perspective during strategic planning and grant development so that **program designs and KPIs are realistic**, achievable, and reflect true client success.
- ✓ Champion a "generalist" approach by **cross-training** team members, creating a workforce that is flexible and capable of filling gaps in a strained system.



Program Manager

Potential Recommendations

Collaborative Services Delivery

Develop Shared Compliance Templates

The CoE should co-create standard, cross-agency templates for common reporting and compliance requirements. This allows program managers to leverage shared resources, significantly reducing the administrative time spent recreating standard documents.

Create Shared Calendar of Deadlines

Create a shared, sector-wide calendar of major deadlines and events (e.g., grant applications, reporting periods, point-in-time counts) to improve coordination and planning.

“It’d be beneficial to learn a colleague’s job and getting exposure to leadership projects. It’d also be nice to collaborate with other agencies, but my assumption is that that would be limited.”

Digital Enablement

Develop Reporting Dashboard

Advocate for agency IT to develop a standardized reporting dashboard that automatically pulls data from HMIS and other sources to track progress against program goals, freeing up manager time from manual data aggregation.

Implement Project Management Tool

Advocate for agency IT to implement a project management tool (like Asana or Monday.com) tailored for social services, enabling managers to track tasks, assign responsibilities, and monitor staff capacity.

“Manual data entry, paper case files, and basic clerical intake are becoming less essential in the sector.”

Talent Optimization

Establish A Program Manager “Boot Camp” Academy

Establish a “Boot Camp” for program managers focused on strategic planning, financial management, and effective supervision to prepare them for director-level roles.

Implement Protected “Admin Time”

Allow program managers to designate specific “no-interruption” blocks (or authorize targeted remote work days) dedicated solely to heavy reporting and compliance tasks. This provides autonomy while ensuring critical administrative work gets done efficiently.

“Data analysis and performance management, fiscal forecasting, contract compliance, cross-system coordination (healthcare, behavioral health, housing authorities), and leadership roles that combine operational oversight with frontline understanding are becoming increasingly essential.”



Meet Cynthia



Motivations
<ul style="list-style-type: none"> • Seeing clients achieve their goals and become self-sufficient. • Helping clients secure and sustain housing. • Witnessing client progress and empowerment, no matter how small the steps.
Pain Points
<ul style="list-style-type: none"> • Constant exposure to trauma, crisis, and suffering takes a significant emotional toll. • Frustration with a lack of collaboration between organizations, fragmented systems, and having to do "cleanup work" for other entities.

To My Manager

What I wish you knew

The sheer emotional weight of this job and the frustration of navigating a broken system. We are doing our best to fill the gaps, but we are stretched thin and burning out.

To My Leadership

One takeaway

Our direct, in-person work with clients is the most critical and non-negotiable part of our role. Protecting this time—by reducing administrative burdens and not deprioritizing home visits—is essential to preventing our clients from returning to homelessness.

Case Manager

Cynthia is a passionate Case Manager on the front lines with several years of experience. She **spends her days in the community**, driving to meet participants, connecting them with vital resources, and helping them **navigate a complex and often fragmented system**. Cynthia is deeply motivated by her work, drawing personal satisfaction from witnessing her clients' progress as they achieve stability, regain independence, and take back control of their lives. A significant number of her peers, and potentially Cynthia herself, have personal **lived experience with homelessness**, which fuels her dedication.



Thinks

My role keeps expanding. I'm being asked to be a transportation provider, a medication manager, and a crisis responder without the specialized training or support.



Feels

Frustrated and powerless when there are no resources available to solve a client's emergency, knowing it could lead to them returning to homelessness.



Wants

A more streamlined system with better collaboration between agencies to avoid duplicating work and delaying services for clients.

“ There is a **consistent lack of available resources** to solve problems that our clients are facing... Any further **cuts WILL lead to increased homelessness**, most likely increased loss of life. ”

HOW I CAN HELP:

- ✓ Act as a system navigator, identifying service gaps and advocating for **better collaboration** between agencies to prevent clients from getting lost.
- ✓ Advocate for **streamlined documentation** and administrative processes, protecting the time needed for relationship-building with clients.



Case Manager

Potential Recommendations

Collaborative Services Delivery

Develop “Warm Hand-Off”

The CoE should develop a “warm hand-off” protocol that includes a joint meeting between the outgoing and incoming case manager and the client to assist continuity of care and build trust.

Establish Real-Time Services Systems

The HSH in partnership with other county agencies should explore a universal referral platform where case managers can see real-time availability for services (mental health, housing, etc.) and book appointments directly for clients.



I would love having field-based staff to support in the warm handoffs and linkage support so that clients do not fall through the cracks.

It is challenging to navigate resources in LA county. It is difficult to navigate such a complex issue such as homelessness when resources are not marketed or shared.

Digital Enablement

Deploy Case Manager Application

Deploy a mobile-first, offline-capable application for case managers to update client notes, complete forms, and access resources in the field, syncing automatically when a connection is available.

Eliminate Back & Forth With Client Portal

Implement a client-facing portal where clients can securely view their own progress, access documents, and communicate with their case manager, reducing administrative back-and-forth.



Having access to digital files since our clients have a hard time permanently storing important documents is becoming more essential.

I believe that because of technology the paper approach to anything case related is no longer essential.

Talent Optimization

Create a “Case Manager University”

Create a “Case Manager University” offering a clear, tiered career progression from entry-level to senior/specialist roles, with corresponding training and salary bands

Mandate Wellness Stipends & Time Off

Mandate “mental health and wellness” stipends and protected time off for case managers to access therapy, coaching, or other resources to combat burnout and secondary trauma.



Many front line services are treated as revolving door positions and not legitimate professional trades.

We need to boost morale for those working in this field, whether that’s having a wellness event or providing Mental Health days.



Meet Crystal



Motivations
<ul style="list-style-type: none"> • Humanizing clients and reminding them they are not alone. • Seeing clients progress, reduce risky behaviors, and take steps toward their goals.
Pain Points
<ul style="list-style-type: none"> • Lack of support from senior leadership and a failure of collaboration between different agencies, which leads to clients falling through the cracks. • Juggling high caseloads, documentation, and a "rotating door" effect of staff turnover.

To My Manager

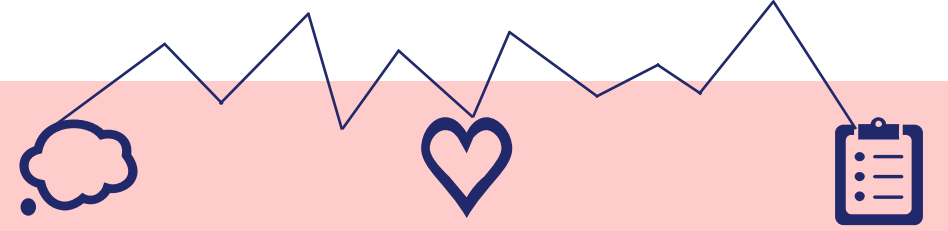
What I wish you knew
 When senior leadership is unavailable, the weight of crisis response falls on us. We are the bread and butter of this agency. We need present leaders who are 'all hands-on deck' with us by helping with tasks and clearing roadblocks.

To My Leadership

One takeaway
 We are already operating with minimal resources. If you cut our budgets further, you are not cutting administrative fat; you are cutting life-saving services, and the direct result will be more fatalities in the field.

Mental Health Specialist

Crystal is an empathetic and resilient mental health specialist working within the LA Homelessness Services Sector. **With a past that includes overcoming personal hurdles, Crystal brings personal experiences into her role.** Crystal navigates the complexities of mental health care with a focus on substance abuse, offering support through recovery bridge housing and outreach services.



Thinks

You can't build trust from an office. Face-to-face, human-to-human contact in the field is the only non-negotiable part of this job.

Feels

Deeply committed to the clients and the mission, but also frustrated and disempowered by a lack of leadership support and systemic failures.

Wants

More training and a more intensive clinical skillset (psychology, medical knowledge) to adequately meet the complex needs of the clients she serves.

“ A huge challenge is **redundancy between electronic data and paper files** (can be a huge strain on time and energy), as well as referring and completing warm hand-offs but the **referred-to party drops the ball** and fails to continue helping the participant.”

HOW I CAN HELP:

- ✓ Use our on-the-ground expertise to **inform strategic planning** and policy decisions, ensuring leadership understands the real-world needs of clients and staff.
- ✓ Champion the need for **advanced clinical skills** on the front lines, advocating for more training in psychology, substance use, and de-escalation.



Mental Health Specialist

Potential Recommendations

Collaborative Services Delivery

Co-Locate Teams

Co-locate multidisciplinary teams (e.g., clinician, housing specialist, outreach coordinator) in mobile service vans or at community hubs to provide immediate, wrap-around support upon engagement.

Enhance Centralized Client Engagement Tracker

Advocate for more interconnectivity between client tracking systems like HMIS and CHAMPS to build a more real-time, comprehensive understanding of unhoused clients. This will coordinate engagement efforts, track client history, and reduce duplicated outreach across agencies

“ A lot of the services I provide, especially to passing clients in the field, is pointing them to third-party resources. We are already feeling the effect of certain resources and programs disappearing and our clients having no where [sic] to go and us not able to fill that void that needs specialized skills such as legal counseling, medical resources etc.

Digital Enablement

Equip Outreach Workers with Tablets

Provide outreach workers with ruggedized tablets equipped with GPS, a simplified HMIS interface, and a visual directory of services to facilitate in-field assessments and referrals.

Develop “Safety Alert” Feature

Develop a mobile “safety alert” feature that allows outreach workers to discreetly dispatch emergency services while simultaneously notifying their team or supervisor of an unsafe situation.

“ Physical safety for people working in client facing roles can be an important consideration for long term desire to stay in the roles.

Talent Optimization

Mandate De-Escalation Training

Mandate standardized, advanced training in de-escalation, motivational interviewing, and trauma-informed care, with regular refreshers and scenario-based practice to foster staff safety and effectiveness.

Create Career Lattices*

Create a clear career lattice that allows for advancement into coordinator, clinical specialist, or supervisory roles, with corresponding mentorship and leadership development opportunities.

“ I wish I could make decisions for the department to better support Managers, Supervisors and Line staff (street outreach) staff because I understand everything that goes into those roles from a boots on the ground perspective.



*A career lattice is a flexible progression model that allows for vertical, lateral, and horizontal career moves, rather than a traditional, linear “career ladder.”

Meet Tyler



Motivations
<ul style="list-style-type: none"> • Creating systemic change, equity, and justice. • Give back to the organization that gave me another chance.
Pain Points
<ul style="list-style-type: none"> • Deal with emotional triggers when working with clients. • Constantly fighting against racist structures, broken systems, and a "paperwork over people" mentality. • Feeling that my input is not fully integrated into the organization's structure, and that PWLE are not truly listened to.

To My Manager

What I wish you knew

When you don't listen to us, you are ignoring the solutions. We show up ready, willing, and capable, with an education you can't get in a university. Don't just invite us to the table-- give us a vote.

To My Leadership

One takeaway

Your key performance indicators (KPIs) are not designed for the people we serve; they are designed to turn people into numbers. Involve us in creating your metrics so they reflect the reality of our work and the true meaning of success.

People with Lived Experience (PWLE) Employee

Tyler is an individual who has lived experience with homelessness and previously was incarcerated. **He volunteered for his current agency for a month and was offered an opportunity to become a full-time employee.** Working in the LA Homelessness Services Sector gave Tyler a second chance to get his degree and re-enter the workforce to grow his career.



Thinks

Equity is esteeming experience as expertise. My lived experience isn't just a backstory; it's a critical skillset for designing systems that actually work.



Feels

There should be dedicated onboarding specialist for PWLEs to provide mentorship, help navigate the workplace culture, and offer guidance on ways of working.



Wants

On-site therapy services offered to help alleviate the job triggers for PWLE and enhance mental health.

“ The people who are formerly homeless are not being listened to...but they have **all the solutions.** ”

“ I just became a first time homeowner, but with the cuts **I fear I will lose my job and experience homelessness** again. ”

HOW I CAN HELP:

- ✓ Act as a "double agent," translating client needs into tangible **policy recommendations** and **shaping program KPIs** to reflect real-world success, not just numbers.
- ✓ Advocate for the formal recognition of **lived experience as a critical skillset**, championing equitable compensation and **creating clear leadership pathways** for other PWLE staff.



PWLE Employee Potential Recommendations

Collaborative Services Delivery

Advocate for Inclusion of PWLEs on Boards

Advocate for the inclusion of PWLEs on all agency advisory boards and hiring committees so that their perspective is integrated into strategic decisions and staffing.

Expand PWLE Advisory Spaces

The sector should continue to build on its existing PWLE advisory spaces and seats to ensure PWLE voices are able to provide feedback on system-level policies and initiatives.

“As someone with lived experience, I want to uplift the importance of protecting funding for homeless services. Budget cuts not only impact participants, they also put staff positions at risk, including those of us who bring lived experience to this work. People with lived experience build trust, strengthen engagement, and improve outcomes. Future forecasting should prioritize stable, multi-year funding to ensure COC and to retain a workforce that reflects and understands the communities being served.”

Digital Enablement

Leverage a Feedback Platform

The PWLE Advisory Council could create a “feedback loop” platform where PWLEs can submit suggestions or grievances about services (anonymously if desired) and receive transparent updates on how their feedback is being addressed.

Develop a Digital Story Bank for PWLEs

Develop a digital story bank where PWLEs can record their story once and give permission for it to be used for specific advocacy or training purposes, preventing them from having to retell traumatic events repeatedly.

“People with lived experience are sick of being used to trot out trauma stories, without being fully included in other ways that highlight their expertise.”

Talent Optimization

Establish “Advocacy & Leadership Fellowship”

Establish a paid “Advocacy & Leadership Fellowship” to train PWLEs in policy analysis, public speaking, and community organizing, creating a clear pathway into leadership roles.

Develop a PWLE Mentorship Matrix

Agencies should implement a mentorship program that pairs newly hired PWLE with tenured leaders who also share lived experience. This peer-to-peer model provides critical on-the-job support, accelerates skill development, and creates a visible, attainable career path for new entrants.

“Please recognize and support staff with lived experience who are committed to learning and advancing within the organization. Prioritize those who consistently show up, maintain a positive attitude, and actively work to develop their skills and grow professionally.”



Meet Ryan



Motivations
<ul style="list-style-type: none"> • Achieving systemic and operational accomplishments, like successful audits and efficient processes. • Contributing to client success and housing, even from a behind-the-scenes role.
Pain Points
<ul style="list-style-type: none"> • Frustration with fractured systems (like databases), and bureaucratic hurdles. • Lack of understanding from frontline staff on back-office processes.

To My Manager

What I wish you knew

I want to be more involved in strategic planning and policy discussions. My expertise in Finance can provide a valuable perspective that can help us make better decisions and be more sustainable.

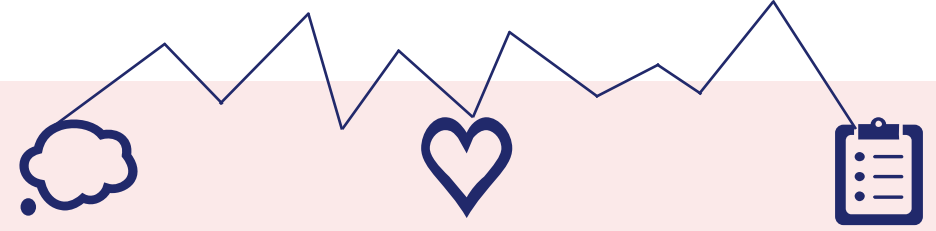
To My Leadership

One takeaway

Investing in our internal infrastructure, including technology and training for all staff on key processes, is not just an 'administrative' cost. It's essential for our ability to fulfill our mission. Protecting these core functions is non-negotiable.

Back-Office Representative

Ryan is a dedicated Back-Office professional in the LA Homelessness Services Sector, working in a vital Finance role. With over five years of experience in the sector, Ryan is driven by a strong desire to create systemic and operational improvements that ultimately support the organization's mission to serve clients effectively. While not on the front lines, Ryan finds great satisfaction in seeing the tangible results of his work, whether it's a successful audit, a smoothly run process that empowers frontline staff, or seeing team members grow and succeed.



Thinks

AI and new technologies are the future. I need to develop these skills to stay current and make our processes more efficient.

Feels

Overwhelmed by funding limitations and the constant changes that are outside of his control.

Wants

Better systems and tools to manage data and finances more effectively, and for frontline staff to have better training on these systems.

“ Budget cuts will once again prevent clients from accessing everyday needs. For example, if the main purpose of a grant is to provide rental assistance for a specific demographic, a **budget cut reduction might result in them not getting toilet paper or coffee** that they were able to get last year. ”

HOW I CAN HELP:

- ✓ **Bridge the gap between frontline and Back-Office** functions by creating clear guides and training on essential processes, fostering mutual understanding and smoother operations.
- ✓ **Implement new technologies** that allow frontline staff to focus more of their time on clients.



Back-Office Representative

Potential Recommendations

Collaborative Services Delivery

Develop Shared Compliance Templates

The CoE should co-create standard, cross-agency templates for common reporting and compliance requirements. This allows program managers to leverage shared resources, significantly reducing the administrative time spent recreating standard documents.

Establish IT Support Co-Op for Small Orgs

Establish a sector-wide IT support co-op for smaller agencies to access reliable, affordable tech support and cybersecurity services.

“ In my experience, the number of leadership layers can unintentionally slow communication and delay timely action on operational issues. Strengthening cross-department communication, creating more direct pathways for operational feedback, and empowering leaders at appropriate levels to make timely decisions would help ensure issues are addressed more efficiently and proactively.

Digital Enablement

Implement Sector-Wide HCM/HRIS System

Implement a sector-wide, cloud-based HCM/HRIS system across multiple agencies to streamline onboarding, benefits administration, and compliance, with options for tiered access.

Automate Grant Reporting

Secure centralized investment to develop a sector-wide reporting platform available to both public and nonprofit agencies. This shared software will link local financial systems directly to standard funder templates, eliminating the cost barrier for smaller non-profits while reducing manual data entry.

“ Data Management is extremely important and a lot of instability and fracturing of the homeless service system have happened on the local level which have lead to splitting Measure H among more local government agencies rather than to service providers. The fracturing has also lead [sic] to increased spending on Data/IT teams as well as Data systems (multiple HMIS) and external tech resources rather than utilizing the strong HMIS that is already being utilized by the majority of agencies in the county. The additional systems that fracture our data history of clients, leading to incomplete history, etc. are poorly developed, lack standardization, and require increased externally which direct funds away from direct services.

Talent Optimization

Explore Certification Programs and Career Paths

Explore options for certification programs and career paths for non-profit administrative professionals, with specialized training in fund accounting, HR compliance for social services, and data security.

Host “Admin Professionals Day” Event

Host an annual “Admin Professionals Day” event for the sector, offering professional development, networking, and recognition for the critical role of back-office staff.

“ Our organization bleeds talent and has difficulty retaining talent due to a lack of opportunity for entry level workers and stagnation of wages.
Plan to invest in your people - returns will be greater than investment. Currently, no budget is being made for productivity tools (including AI), which would pay for itself in increased productivity, nor are we given any professional development funding.



Meet David



Motivations
<ul style="list-style-type: none"> • Securing critical funding to support the organization’s programs can continue and thrive. • Hearing about the direct impact of the funding on client success.
Pain Points
<ul style="list-style-type: none"> • Stakeholders often don’t reference crucial contract info or compliance requirements until it becomes an emergency. • Perceived lack of accountability in the sector.

To My Manager

What I wish you knew

I am already working on a tight leash, handling the workload of multiple people. My role is to prevent fires, but I need leadership to read the warnings before the fire starts, not after.

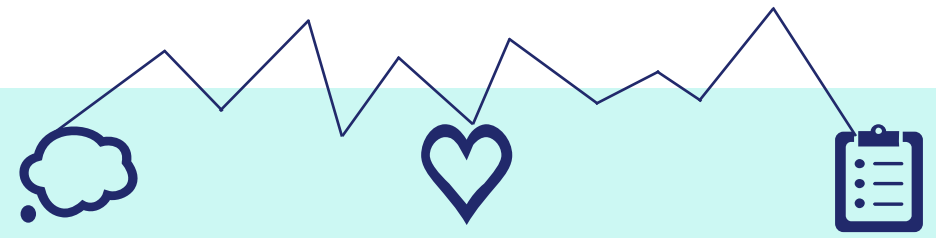
To My Leadership

One takeaway

Applying for grants and ensuring compliance with contracts are the most non-negotiable functions of my role. If we fail here, we have to return money, face fines, and our ability to serve clients is immediately jeopardized.

Contract Funding Professional

As a Contracts Manager or Development Director, David is **the architect behind the financial stability of his organization**. His primary role is to navigate the complex world of government contracts and private grants, **securing the essential funds** that allow frontline staff to do their life-saving work. David finds deep satisfaction in **translating complicated legal and financial jargon into simple, actionable terms** for his colleagues and in hearing the success stories of the clients his work ultimately supports.



Thinks

If we’re in a budget crunch, it’s more effective to pursue large, complex, multi-year government contracts than to chase many small grants.

Feels

Frustrated when his detailed summaries and warnings are ignored until a crisis hits, creating unnecessary risk for the organization.

Wants

The organization to invest in the development team by hiring more staff, like a dedicated grant writer, to manage the workload.

“ There is a **perceived lack of accountability** in our sector with recent revelations of money unaccounted for- we submit reports but they **don’t seem to get reported by the funders**. ”

HOW I CAN HELP:

- ✓ **Proactively engage with funders** to demonstrate the sector’s accountability and build trust.
- ✓ Champion the strategic use of tools like **AI to streamline initial contract reviews**, freeing up expert time to focus on high-value negotiation.



Contract Funding Professional

Potential Recommendations

Collaborative Services Delivery

Create “Contracts Council”

Establish a “contracts council” composed of contract/finance staff from various provider agencies to share information on new funding opportunities, compliance challenges, and audit preparations.

Pool Resources for Grant Writing

Pool resources among smaller agencies to jointly hire an expert grant writer or a compliance consultant to compete more effectively for complex government contracts.

“*Drafting contract notes is non-negotiable because if we are monitored and found to be out of compliance we have to return money and subject to possible fines.*”

Digital Enablement

Centralize Contract Management

Implement a centralized contract management system that tracks all grant deadlines, reporting requirements, and budget-to-actuals in one place, with automated reminders for key dates.

Utilize Expense-Tracking Software

Utilize expense-tracking software that allows program staff to easily code expenses to the correct grant in real-time using a mobile app, reducing manual reconciliation and errors.

“*There is a perceived lack of accountability in our sector with recent revelations of money unaccounted for- we submit reports but they don't seem to get reported by the funders.*”

Talent Optimization

Encourage Field Immersion Training

Encourage all funding professionals to complete field immersion training, spending time with frontline staff to gain a real-world understanding of how their funding decisions impact service delivery.

Link Jr. Contract Staff With CFOs

Create a mentorship program that pairs junior contract staff with seasoned non-profit CFOs or finance directors to build their strategic financial management skills.

“*As much as I truly love my work I have begun casually looking into other opportunities.*”

I think my role is underestimated and I feel they will try to replace me with AI.



Meet Sofia



Motivations

- Getting clients successfully housed and seeing them thrive in their new homes.

Pain Points

- The emotional toll of the work, coupled with the challenge of staying in contact with clients who often lose access to their phones.
- Budget cuts, programs being demolished due to political shifts, and unrealistic expectations from entities like the housing authority.

To My Manager

What I wish you knew

We are often the front line for diffusing crises with landlords and providers. We absorb their frustration to protect the client and the case manager so that their relationship can remain productive.

To My Leadership

One takeaway

Assisting clients through their entire housing process—from paperwork to move-in—is the absolute non-negotiable core of our work. Budget cuts that create higher caseloads and reduce our direct support will directly lead to an increase in homelessness.

Housing Navigator

Sofia is a resourceful Housing Navigator in the LA Homelessness Services Sector. Her time is a **constant balancing act between administrative duties and direct client support**: searching for units, meeting with participants, and guiding them through the labyrinth of paperwork and appointments. She finds her greatest sense of accomplishment in seeing a client get their keys, helping them shop for furniture, and witnessing them achieve a goal they once thought was impossible. Acutely aware that her role is vulnerable to funding cuts, Sofia is proactively considering how her skills can translate into a more stable, long-term career.



Thinks

She is focused on strategically translating her crisis management and client navigation skills into a permanent, more sustainable role.



Feels

Anxious about the future of the sector and her career, with a strong inclination to explore options outside of homeless services due to instability and compensation.



Wants

A "perfect hand-off" process where a client's struggles and needs are clearly communicated to the next person in their journey, ensuring continuity of care.

“ We’ve already **reduced our own targeted goals for this year by about 50%**. The sad part is that we had about 100 clients who had **already been approved for our subsidy that essentially had the rug pulled out** from under them. **Back to square one.** ”

HOW I CAN HELP:

- ✓ Use **direct community engagement** to provide feedback on what clients truly need, helping to guide more effective and targeted funding choices.
- ✓ Push for a **"perfect hand-off" process** by ensuring a client's history and needs are clearly communicated between agencies, preventing them from falling through systemic cracks.



Housing Navigator

Potential Recommendations

Collaborative Services Delivery

Centralize Landlord Relations

Create a centralized landlord relations team within the CoC that serves all agencies, responsible for recruiting new property owners, mediating issues, and managing incentive payments.

Create Regional “Client Document Hubs”

Establish regional “document hubs” where clients can securely store their vital documents (ID, income verification) once, allowing any assisting navigator to access them for various housing applications.

“Increasingly, I feel like fear of exploitation and budget cuts are causing service provider agencies to work at cross purposes, or at least not communicating with each other; to the detriment of care. Different audit and program requirements for organizations to prevent fraud or waste, but not to help the individual, causing stresses to the client or the providers not being able to talk to one another. Either less checks or a better, more unified system.”

Digital Enablement

Develop Real-Time Housing Locator Tool

Develop a unified, real-time housing locator tool accessible to all navigators, showing available units, landlord contact information, and specific application requirements to reduce duplicate efforts.

Establish In-Field Property Management Entity

The sector should build an in-field property management entity that could service across organizations/contracts. This would aid in reducing cost and increasing quality of property management for this particular type of housing.

“I would love to see AI training implemented.”

Housing locators are becoming more essential in the LA homeless services sector.

Talent Optimization

Provide Property Management Training

Offer a specialized certification in property management and landlord-tenant law to enhance navigators’ skills, credibility, and effectiveness in securing housing.

Cross-Train to Encourage Versatility

Cross-train in adjacent skills to create career opportunities and workforce adaptability. This allows experienced staff to transition into new roles should their current positions be impacted by funding changes, protecting valuable institutional knowledge.

“I think it will make sense for our team to each be certified as PMPs. Learn how to work more with AI. We have also added a new position to the team that takes the lead assisting clients and their teams with applications and leases. We’d like to expand that role to add more people under that title.”



Meet Jasmine



Motivations

- Providing emotional support to vulnerable populations.
- Helping clients see themselves as capable of helping others.
- Watching staff grow into their roles and form genuine human connections with clients.

Pain Points

- Constant fear and reality of budget cuts, frozen positions, and having to turn clients away.
- Reimbursement-based funding.
- Covering over roles in shortages.
- High stress, burnout, and low pay.

To My Manager

What I wish you knew

I have lost the will to do this because of the constant negative experiences and the feeling that my explanations of what we need are never sufficient for upper management.

To My Leadership

One takeaway

When you cut our funding, you are not just cutting a line item. You are breaking the trust of the community we serve and telling our staff that their incredibly valuable work is not worth protecting.

Specialized Population Outreach

Jasmine is a passionate and highly-skilled outreach specialist for a program that supports specific populations, such as survivors of domestic violence, youth, and the formerly incarcerated. Her role is a **demanding blend of frontline crisis management and wearing many other hats during a time of staff shortages**. Jasmine finds deep meaning in her work, whether providing critical emotional support to a survivor, or watching a client who was formerly incarcerated become a community helper themselves.



Thinks

The public narrative about misuse of funds is damaging. We need to do a better job highlighting positive outcomes happening at the provider level every single day.



Feels

Completely burned out. She is actively looking for a way out of the sector, not because she doesn't love the mission, but because the financial instability and emotional toll have become unsustainable.



Wants

To change compliance requirements, like reducing the number of mandatory forms for programs and creating KPIs that reflect the actual work being asked of frontline staff.

“ When I started I wanted to continue schooling and get a professional degree to further my career in this sector. However now I have **lost the will to do this work.** ”

HOW I CAN HELP:

- ✓ **Mentor staff in highly specialized, trauma-informed skills** needed in high-need communities (e.g., DV survivors, youth), by utilizing certifications and skills that general outreach may not have.
- ✓ Use their firsthand experience to fiercely advocate at the city and county level to **dismantle harmful funding models** like reimbursement, which create cash-flow crises.



Specialized Population Outreach

Potential Recommendations

Collaborative Services Delivery

Utilize Specialists in General Hubs

Fund and embed dedicated specialists (e.g., a youth advocate, a veterans peer support worker) within larger, general service hubs to act as expert consultants and promote appropriate care for their population.

Partner General Providers With Specialized Providers

Create formal, funded partnership agreements between mainstream providers and culturally-specific organizations to promote seamless “warm hand-offs” and co-case management that honors the client’s identity.

“ We are losing roles that assist in making sure systems and agencies partner and coordinate together instead of working in silos and not sharing resources. Positions that help with accountability, quality control, KPI support, bridging services/programs/agencies are essential to improve and solve challenges in the system but are being discarded.

Digital Enablement

Generate a Filter in a Services Directory

Enhance the services directory to filter by nuanced, population-specific criteria (e.g., “LGBTQ+ affirming,” “accepts pets,” “youth-only beds,” “sensory-friendly environment”) to quickly find appropriate resources.

Population-Specific Communication Channels

Develop secure, private communication channels (e.g., an encrypted messaging group) for all workers serving a particular subpopulation to share alerts, sensitive resource updates, and safety information in real-time.

“ There needs to be more options available to participants. Different avenues to achieve the same goal. Different types of interim housing such as safe use sites, sobriety sites, lgbtqia+ only sites, workforce sites, programs that are tailored to meeting the specifics of people.

Talent Optimization

Create a SME Career Track

Create a “Subject Matter Expert” (SME) career track that allows deep specialists to advance in seniority and pay without having to become managers, formally recognizing their invaluable expertise.

Create a Reciprocal Immersion Program

Establish a reciprocal immersion program where specialists spend time at mainstream agencies to provide training, and generalist staff spend time at specialized agencies to build empathy and understanding.

“ While we help individuals who are housing insecure, we tend to focus on those returning from incarceration. A unique impact I feel like I’ve had on our population is being able to help them see themselves as someone capable of helping others; it’s really powerful to see someone who needed help, turn into someone who helps their community





Meet Elizabeth

Motivations
<ul style="list-style-type: none"> • Ensuring the financial stability of the organization through grants and contracts. • Advocating for the needs of her organization’s program and clients.
Pain Points
<ul style="list-style-type: none"> • Funding pressure and high staff turnover. • Negative public perception of fraud and waste in the sector. • Disconnect between funder-required KPIs and work on the ground.

To My Manager

What I wish you knew

We are constantly asked to stretch into new areas (finance, policy, advocacy) without adequate training or support. We are working above our pay grade to fill every need.

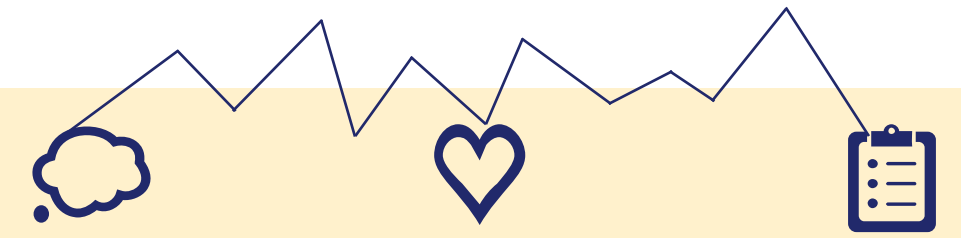
To My Leadership

One takeaway

The mismanagement of funds by others in our sector paints us all as untrustworthy. We must be proactive in showcasing our successes to change this narrative and protect our funding streams.

Public Funding Administrator

Elizabeth is a highly experienced and strategic leader, serving as a Director of Financial Administration. With over a decade of experience, she is a master of **navigating the complex and often turbulent waters of public funding**. Her day is consumed by high-level administrative duties: managing budgets, writing and reviewing policies, ensuring grant compliance, and dealing with persistent staffing issues. She finds satisfaction in seeing her staff feel accomplished and supported, knowing her work makes their frontline efforts possible.



Thinks

Reimbursement-based funding is our biggest enemy. It makes it impossible to plan, it demoralizes staff when they aren't paid, and it puts our services in constant jeopardy.

Feels

Committed to the mission but also realistic. She thinks about what would happen if her position could no longer be funded and has a "plan B" just in case.

Wants

For funders and leadership to understand that their "non-negotiable" function is applying for the grants that keep the services running. Without that, nothing else matters.

“ I do believe there is a **negative public perception** and I believe this narrative can be changed by focusing on the non-profit agencies who are actually doing the day-to-day work and our positive outcomes. ”

HOW I CAN HELP:

- ✓ **Diversify revenue streams** (fee-for-service activities, renting office spaces, “no-fuss” fundraising, etc.) to create more stability and reduce reliance on unpredictable sources.
- ✓ Advocate for more **meaningful KPIs and streamlined reporting requirements** from funders.



Public Funding Administrator

Potential Recommendations

Collaborative Services Delivery

Implement Joint Funding Solicitations

Replace isolated departmental grants with Joint Requests for Proposals (RFPs) issued collaboratively by multiple public funders (e.g., City Housing + County Mental Health). Providers then submit a single, integrated service model, incentivizing them to form partnerships before applying for money.

Align Application Cycles

HSH should encourage the alignment of application periods and reporting deadlines across all major public funders (City, County, State, Federal), allowing provider agencies to apply for and report on multiple grants simultaneously rather than continuously managing disparate, overlapping deadlines year-round.

“ Flexibility, Grant Management are becoming more essential in the sector.

Digital Enablement

Create Universal Grant Management Portal

The CoE should develop a unified grant management portal where providers can submit applications and reports to multiple public funders through a single, standardized interface

Display Funding Transparently to the Public

Sector-level agencies should collaborate to create public-facing dashboards that visualize how public funds are being spent and what outcomes are being achieved, increasing transparency and accountability for all stakeholders.

“ In LA right now, leadership is needed to provide accurate, trustworthy information as the sector changes in response to shifts in the landscape/LA County/City of LA.

Talent Optimization

Establish a “Provider-in-Residence” Program

Implement a “Provider-in-Residence” program where an experienced non-profit leader spends a rotation working within the public funding agency to help identify and solve bureaucratic pain points.

Encourage Field Immersion Training

Encourage all funding professionals to complete field immersion training, spending time with frontline staff to gain a real-world understanding of how their funding decisions impact service delivery.

“ There is a need for direct service providers to support people in finding the resources they need from such a diverse array of public and private providers with a high level of duplication of effort.



OVERVIEW OF PERSONA RECOMMENDATIONS SUMMARY

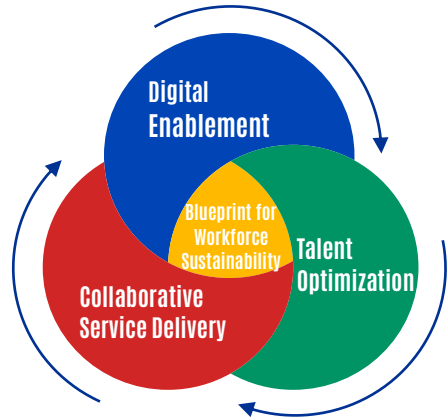
Solving a challenge for one persona often addresses shared pain points across other roles in the ecosystem. The following slides illustrate how targeted efforts within our Blueprint categories can deliver compounding benefits, enhancing the impact, efficiency, and sustainability of each proposed recommendation.

Persona Recommendation

The specific, proposed solution.

Primary Persona Benefitting

The core role that this recommendation was explicitly designed to support and uplift.



Blueprint Category

The overarching strategic pillar the recommendation falls under (e.g., Collaborative Service Delivery, Digital Enablement, Talent Optimization).

Blueprint Category	Persona Recommendation	Primary Persona Benefitting	Additional Personas Benefitting
Collaborative Services Delivery	Create a "Collaboration Fund"	Philanthropist	All
	Provide Restructuring Funds to Agencies	Philanthropist	All
	Develop Shared Compliance Templates	Program Manager, Back-Office Professional	Case Manager
	Create Shared Calendar of Deadlines	Program Manager	Back-Office Professional, Public Funding
	Develop "Warm Hand-Off"	Case Manager	Housing Navigator, Program Manager, Outreach/Mental Health Specialists
	Establish Universal Referrals	Case Manager	Outreach/Mental Health Specialists
	Co-Locate Teams	Outreach/Mental Health Specialist	Specialized Population Outreach
	Create a Centralized Client Engagement Tracker	Outreach/Mental Health Specialist	Specialized Population Outreach
	Advocate for Inclusion of PWLEs on Boards	PWLE	N/A
	Formalize a PWLE Advisory Council	PWLE	N/A
	Establish IT Support Co-Op for Small Orgs	Back-Office Professional	N/A
	Create "Contracts Council"	Contract Funding Professional	Public Funding Administrator
	Pull Resources for Grant Writing	Contract Funding Professional	Public Funding Administrator
	Centralize Landlord Relations	Housing Navigator	Case Manager
	Create Regional "Client Document Hubs"	Housing Navigator	Case Manager, Back-Office Professional
	Utilize Specialists in General Hubs	Specialized Population Outreach	Outreach/Mental Health Specialist
	Partner General Providers With Specialized Providers	Specialized Population Outreach	Outreach/Mental Health Specialist
	Implement Joint Funding Solicitations	Public Funding Administrator	Contract Funding Professional
	Align Application Cycles	Public Funding Administrator	Contract Funding Professional

Additional Personas Benefitting
Other roles whose day-to-day operations, collaboration, or strategic outcomes would also be improved as a byproduct of this solution.



PERSONA RECOMMENDATIONS SUMMARY

Solving a challenge for one persona often addresses shared pain points across other roles. This table illustrates how targeted efforts can deliver compounding benefits, enhancing the impact, efficiency, and sustainability of each proposed solution.

Blueprint Category	Persona Recommendation	Primary Persona Benefiting	Additional Personas Benefiting
Collaborative Services Delivery	Create a "Collaboration Fund"	Philanthropist	All
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	Develop Shared Compliance Templates	Program Manager, Back-Office Professional	Case Manager
	Create Shared Calendar of Deadlines	Program Manager	Back-Office Professional, Public Funding
	Develop "Warm Hand-Off"	Case Manager	Housing Navigator, Program Manager, Outreach/Mental Health Specialists
	Establish Universal Referrals	Case Manager	Outreach/Mental Health Specialists
	Co-Locate Teams	Outreach/Mental Health Specialist	Specialized Population Outreach
	Create a Centralized Client Engagement Tracker	Outreach/Mental Health Specialist	Specialized Population Outreach
	Advocate for Inclusion of PWLEs on Boards	PWLE	N/A
	Formalize a PWLE Advisory Council	PWLE	N/A
	Establish IT Support Co-Op for Small Orgs	Back-Office Professional	N/A
	Create "Contracts Council"	Contract Funding Professional	Public Funding Administrator
	Pull Resources for Grant Writing	Contract Funding Professional	Public Funding Administrator
	Centralize Landlord Relations	Housing Navigator	Case Manager
	Create Regional "Client Document Hubs"	Housing Navigator	Case Manager, Back-Office Professional
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PERSONA RECOMMENDATIONS SUMMARY

Solving a challenge for one persona often addresses shared pain points across other roles. This table illustrates how targeted efforts can deliver compounding benefits, enhancing the impact, efficiency, and sustainability of each proposed solution.

Blueprint Category	Persona Recommendation	Primary Persona Benefiting	Additional Personas Benefiting
Digital Enablement	Create a “Digital Transformation Grant”	Philanthropist	All
	Fund a Sector-Wide Data Dashboard	Philanthropist	All
	Develop Reporting Dashboard	Program Manager	Public Funding Administrator
	Implement Project Management Tool	Program Manager	Case Manager, Back-Office Professional
	Deploy Case Manager Application	Case Manager	Outreach/Mental Health Specialist, Program Manager
	Eliminate Back & Forth With “Client Portal”	Case Manager	PWLE, Housing Navigator
	Equip Outreach Workers with Tablets	Outreach/Mental Health Specialist	Case Manager, Program Manager
	Develop “Safety Alert” Feature	Outreach/Mental Health Specialist	Program Manager, Back-Office Professional
	Leverage a Feedback Platform	PWLE	All
	Develop a Digital Story Bank for PWLEs	PWLE	Philanthropist, Public Funding Administrator
	Implement Sector-Wide HCM/HRIS System	Back-Office Professional	Program Manager, All Frontline Staff
	Automate Grant Reporting	Back-Office Professional	Contract Funding, Public Funding Administrator
	Centralize Contract Management	Contract Funding Professional	Back-Office Professional, Program Manager
	Utilize Expense-Tracking Software	Contract Funding Professional	Back-Office Professional, Program Manager
	Develop Real-Time Housing Locator Tool	Housing Navigator	Case Manager, Outreach/Mental Health Specialist, PWLE
	Create Online Landlord / Client Portal	Housing Navigator	PWLE, Back-Office Professional
	Generate a Filter in Services Directory	Specialized Population Outreach	Case Manager, Housing Navigator, PWLE
	Population-Specific Communication Channels	Specialized Population Outreach	PWLE, Outreach/Mental Health Specialist
	Create Universal Grant Management Portal	Public Funding Administrator	Contract Funding, Back-Office Professional
	Display Funding Transparently to Public	Public Funding Administrator	Philanthropist



PERSONA RECOMMENDATIONS SUMMARY

Solving a challenge for one persona often addresses shared pain points across other roles. This table illustrates how targeted efforts can deliver compounding benefits, enhancing the impact, efficiency, and sustainability of each proposed solution.

Blueprint Category	Persona Recommendation	Primary Persona Benefiting	Additional Personas Benefiting
Talent Optimization	Establish a “Targeted Bonus Fund”	Philanthropist	All
	Create a “Workforce Innovation Fund”	Philanthropist	All
	Establish A Program Manager “Boot Camp” Academy	Program Manager	N/A
	Implement Protected “Admin Time”	Program Manager	Case Manager
	Create a “Case Manager University”	Case Manager	N/A
	Mandate Wellness Stipends & Time Off	Case Manager	All
	Mandate De-Escalation Training	Outreach/Mental Health Specialist	All Frontline Roles
	Create Career Lattices	Outreach/Mental Health Specialist	All
	Establish “Advocacy & Leadership Fellowship”	PWLE	N/A
	Develop a PWLE Mentorship Matrix	PWLE	N/A
	Explore Certification Programs & Careers Paths	Back-Office Professional	All
	Host “Admin Professionals Day” Event	Back-Office Professional	Contract Funding, Public Funding
	Create “Contracts Council”	Contract Funding Professional	Public Funding Administrator
	Pool Resources for Grant Writing	Contract Funding Professional	Public Funding Administrator
	Provide Property Management Training	Housing Navigator	Case Managers, Outreach
	Invest in Versatility	Housing Navigator	All
	Create a SME Career Track	Specialized Population Outreach	Specialized Roles
	Create a Reciprocal Immersion Program	Specialized Population Outreach	All
	Establish a “Provider-in-Residence” Program	Public Funding Administrator	All
	Create Field Immersion Training	Public Funding Administrator	All





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